

KONGU ENGINEERING COLLEGE

(Autonomous Institution Affiliated to Anna University, Chennai)

PERUNDURAI ERODE – 638 060

TAMILNADU INDIA



REGULATIONS, CURRICULUM & SYLLABI - 2018

(CHOICE BASED CREDIT SYSTEM)

(For the students admitted during 2018 onwards)

MASTER OF BUSINESS ADMINISTRATION

DEPARTMENT OF MANAGEMENT STUDIES



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**KONGU ENGINEERING COLLEGE
PERUNDURAI ERODE – 638 060
(Autonomous)**

INSTITUTE VISION

To be a centre of excellence for development and dissemination of knowledge in Applied Sciences, Technology, Engineering and Management for the Nation and beyond.

INSTITUTE MISSION

We are committed to value based Education, Research and Consultancy in Engineering and Management and to bring out technically competent, ethically strong and quality professionals to keep our Nation ahead in the competitive knowledge intensive world.

QUALITY POLICY

We are committed to

- Provide value based quality education for the development of students as competent and responsible citizens.
- Contribute to the nation and beyond through research and development
- Continuously improve our services

DEPARTMENT OF MANAGEMENT STUDIES

VISION

To be a centre of excellence for development and dissemination of knowledge in Management for the Nation and beyond.

MISSION

Department of Management Studies is committed to:

- MS1: Transform the Student Community into ethically and socially inclined Business Leaders
- MS2: Provide a conducive environment for Innovation, Continuous improvement and Value addition in Management education
- MS3: Contribute to the whole society by conducting Research, MDPs and Consultancy in Business related areas.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

The Program Educational Objectives of MBA Programme are as follows:

- PEO1: Graduates will be business leaders and managers with leadership and problem-solving skills in the business world.
- PEO2: Graduates will drive entrepreneurship initiatives in the businesses where they are employed.
- PEO3: Graduates will update conceptual and practical knowledge in the field of business management to contribute to the business and nation building while upholding ethical practices..

MAPPING OF MISSION STATEMENTS (MS) WITH PEOs

MS\PEO	PEO1	PEO2	PEO3
MS1	3	3	3
MS2	3	3	3
MS3	2	3	2

1 – Slight, 2 – Moderate, 3 – Substantial

PROGRAM OUTCOMES (POs)

Management Graduates will be able to:

- PO1** ***Business Environment and Domain Knowledge:*** Graduates are able to improve their knowledge about the fundamentals of business, its functioning and current strategies adopted across industries.
- PO2** ***Critical thinking, Business Analysis, Problem Solving and Innovative Solutions:*** Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in functional areas such as marketing, finance, operations and human resources.
- PO3** ***Leadership and Teamwork:*** Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.
- PO4** ***Effective Communication:*** Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
- PO5** ***International Exposure and Cross-Cultural Understanding:*** Graduates are expected to demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.
- PO6** ***Social Responsiveness and Ethics:*** Graduates are expected to demonstrate awareness of ethical issues, identify the contemporary social needs and explore the opportunities for social entrepreneurship.

MAPPING OF PEOs WITH POs AND PSOs

PEO\PO	PO1	PO2	PO3	PO4	PO5	PO6
PEO1	3	2	2	2	1	-
PEO2	2	2	3	3	3	2
PEO3	-	-	-	-	-	3

1 – Slight, 2 – Moderate, 3 – Substantial

**KONGU ENGINEERING COLLEGE, PERUNDURAI, ERODE – 638060
(Autonomous)**

REGULATIONS 2018

**CHOICE BASED CREDIT SYSTEM & OUTCOME BASED EDUCATION
MASTER OF BUSINESS ADMINISTRATION (M.B.A.) DEGREE PROGRAMME**

These regulations are applicable to all candidates admitted into M.B.A. Degree programme from the academic year 2018 – 2019 onwards.

1. DEFINITIONS AND NOMENCLATURE

In these Regulations, unless otherwise specified:

- i. “University” means ANNA UNIVERSITY, Chennai.
- ii. “College” means KONGU ENGINEERING COLLEGE.
- iii. “Programme” means Master of Business Administration (M.B.A.) Degree programme
- iv. “Specialization” means a domain in which a candidate has specialized based on the choice of elective courses.
- v. “Course” means a Theory / Theory cum Practical / Practical course that is normally studied in a semester like Financial Management, Management Process and Organisational Behaviour, etc.
- vi. “Credit” means a numerical value allocated to each course to describe the candidate’s workload required per week.
- vii. “Grade” means the letter grade assigned to each course based on the marks range specified.
- viii. “Grade point” means a numerical value (0 to 10) allocated based on the grade assigned to each course.
- ix. “Principal” means Chairman, Academic Council of the College.
- x. “Dean” means Head of the School concerned of the College.
- xi. “Controller of Examinations” means authorized person who is responsible for all examination related activities of the College.

xii. “Head of the Department” means Head of the Department concerned of the College.

2. PROGRAMME OF STUDY

The M.B.A. programme approved by Anna University, Chennai and All India Council for Technical Education, New Delhi are offered by the College.

3. ADMISSION REQUIREMENTS

Candidates seeking admission to the first semester of the M.B.A. Degree programme shall be required to have passed an appropriate qualifying degree examination of Anna University, Chennai or any examination of any other university or authority accepted by the Anna University, Chennai as equivalent thereto, subject to amendments as may be made by the Anna University, Chennai from time to time. The candidates shall also be required to satisfy all other conditions of admission prescribed by the Anna University, Chennai and Directorate of Technical Education from time to time.

4. STRUCTURE OF PROGRAMME

4.1 Categorisation of Courses

The M.B.A. programme shall have a curriculum with syllabi comprising of theory, theory cum practical, practical courses in each semester and project work that have been approved by the respective Board of Studies and Academic Council of the College. All the programmes have well defined Programme Outcomes (PO) and Programme Educational Objectives (PEOs) as per Outcome Based Education (OBE). The content of each course is designed based on the Course Outcomes (CO). The courses shall be categorised as follows:

- i. Professional Core (PC) Courses
- ii. Professional Elective (PE) Courses
- iii. Employability Enhancement Courses (EEC) include Project work, Social Project and /or Internship, Seminar, Professional Practices, Case Study and Industrial / Practical Training.

4.2 Credit Assignment

Each course is assigned certain number of credits as per the following:

Contact period per week	Credits
1 Lecture / Tutorial Period	1
2 Practical Periods	1
2 Project Work Periods	1

The minimum number of credits to complete the M.B.A. programme is 102.

4.3 Value Added Courses / Online Courses / Self Study Courses

The candidate may optionally undergo **Value Added Courses / Online Courses / Self Study Courses**.

4.3.1 Value Added Courses: Value Added courses with One / Two credits shall be offered by the college with the prior approval from respective Board of Studies. Candidates can earn a maximum of three credits during the entire duration of the programme.

4.3.2 Online Courses: Candidates may be permitted to earn credit through online courses with the approval of the respective Board of Studies. In case of credits earned through online mode from NPTEL / SWAYAM / a University / Other Agencies approved by the respective Board of Studies, such credits may be transferred following the due approval procedures.

4.3.3 Self Study Courses: The purpose of the course is to permit the candidate to study a course / topic of the candidate's choice. The Department may offer any elective course as a self study course / any course which has not been prescribed in the regular curriculum. The syllabus of the course and mode of assessments shall be approved by the respective Board of Studies. The candidates shall study such courses on their own under the guidance of member of the faculty. The candidates may be permitted to take one self study course instead of one elective course.

4.4 Two elective courses in the fourth semester may be exempted if the candidate earns the required credits vide clause 4.3 by registering the required number of courses up to third semester of the programme.

4.5 Flexibility to Add or Drop Courses

4.5.1 A candidate has to earn the total number of credits specified in the curriculum of the respective programme of study in order to be eligible to obtain the degree. However, if the candidate wishes, then the candidate is permitted to earn more than the total number of credits prescribed in the curriculum of the candidate's programme.

4.5.2 From the third to fourth semesters the candidates have the option of registering for additional courses or dropping of already registered additional courses within two weeks from the start of the semester. Add / Drop is only an option given to the candidates. Total number of credits of such courses during the entire programme of study cannot exceed six.

4.6 Maximum number of credits the candidate can enroll in a particular semester cannot exceed 30 credits.

4.7 The blend of different courses shall be so designed that the candidate at the end of the programme would have been trained not only in his / her relevant professional field but also would have developed to become a socially conscious human being.

4.8 The medium of instruction, examinations and project report shall be English.

5. DURATION OF THE PROGRAMME

5.1 A candidate is normally expected to complete the M.B.A. Degree programme in four consecutive semesters (2 Years), but in any case not more than eight semesters (4 Years).

5.2 Each semester shall consist of a minimum of 90 working days including continuous assessment test period. The Head of the Department shall ensure that every teacher imparts instruction as per the number of periods specified in the syllabus for the course being taught.

5.3 The total duration for completion of the programme reckoned from the commencement of the first semester to which the candidate was admitted shall not exceed the maximum duration specified in clause 5.1 irrespective of the period of break of study (vide clause 11) or prevention (vide clause 9) in order that the candidate may be eligible for the award of the degree (vide clause 16). Extension beyond the prescribed period shall not be permitted.

6. COURSE REGISTRATION FOR THE EXAMINATION

6.1 Registration for the end semester examination is mandatory for courses in the current semester as well as for the arrear courses failing which the candidate will not be permitted to move on to the higher semester. This will not be applicable for the courses which do not have an end semester examination.

6.2 The candidates who need to reappear in any laboratory course / any other course which has only continuous assessment shall enroll for the same in the subsequent semester, when offered next, and repeat the course. In this case, the candidate shall attend the classes, satisfy the attendance requirements (vide clause 8), earn continuous assessment marks. This will be considered as attempt for the purpose of classification.

- 6.3** If a candidate is prevented from writing end semester examination of a course due to lack of attendance, the candidate has to attend the classes, when offered next, and fulfill the attendance requirements as per clause 8 and earn continuous assessment marks. If the course, in which the candidate has a lack of attendance, is an elective, the candidate may register for the same or any other elective course in the subsequent semesters and that will be considered as an attempt for the purpose of classification.

7. ASSESSMENT AND EXAMINATION PROCEDURE FOR AWARDING MARKS

- 7.1** The M.B.A. programmes consist of Theory Courses, Theory cum Practical courses, Practical courses, Project Work, and Industrial / Practical Training. Performance in each course of study shall be evaluated based on (i) Continuous Assessments (CA) throughout the semester and (ii) End Semester Examination (ESE) at the end of the semester except for the courses like Industrial / Practical Training / Internship / Summer Project which are evaluated based on continuous assessment only. Each course shall be evaluated for a maximum of 100 marks as shown below:

Sl. No.	Category of Course	Continuous Assessment	End Semester Examination
1.	Theory	50	50
2.	Theory cum Practical	The distribution of marks shall be decided based on the credit weightage assigned to theory and practical components respectively.	
3.	Practical / Industrial / Practical Training / Internship / Summer	100	---
4.	Project Work / Mini Project	50	50
5.	Value Added Course	The distribution of marks shall be decided based on the credit weightage assigned.	
6.	All other Courses		

- 7.2** Examiners for setting end semester examination question papers for theory courses, evaluating end semester examination answer scripts and evaluating project works shall be appointed by the Controller of Examinations after obtaining approval from the Principal.

7.3 Theory Courses

For all theory courses out of 100 marks, the continuous assessment shall be 50 marks and the end semester examination shall be for 50 marks. However, the end semester examinations shall be conducted for 100 marks and the marks reduced to 50. End semester examination is mandatory requirement for passing the course and every candidate should appear for the examination for the categories of courses mentioned in clause 7.1. The continuous assessment tests shall be conducted as per the schedule laid down in the academic schedule. Three tests shall be conducted for 50 marks each and reduced to 30 marks each. The total of the continuous assessment marks and the end semester examination marks shall be rounded off to the nearest integer.

7.3.1 The apportionment of continuous assessment marks shall be as follows:

Sl. No.	Type	Max. Marks	Remarks
1.	Test – I	30	Average of best two Absolute marks system
	Test – II	30	
	Test - III	30	
2.	Open Book / Objective Test	15	
3.	Assignment / Paper Presentation in Conference / Seminar / Comprehension / Activity based learning / Class notes	05	To be assessed by the Course Teacher based on any one type.
Total		50	Rounded off to the one decimal place

However, the assessment pattern for awarding the continuous assessment marks may be designed by the course teacher based on the nature of the course and is to be approved by the respective Board of Studies and Principal.

7.3.2 A reassessment test or tutorial covering the respective test or tutorial portions may be conducted for those candidates who were absent with valid reasons (Hospitalised / Sports or any other reason approved by the Principal).

7.3.3 The end semester examination for theory courses shall be for a duration of three hours and shall be conducted between November and January during odd semesters and between April and June during even semesters every year.

7.4 Theory cum Practical Courses

For courses involving theory and practical components, the evaluation pattern as per the clause 7.1 shall be followed. Depending on the nature of the course, the end semester examination shall be conducted for theory component and the practical component shall be evaluated based on continuous assessment. The apportionment of continuous assessment and end semester examination marks shall be decided based on the credit

weightage assigned to theory and practical components respectively.

7.5 Practical Courses

For all practical courses the continuous assessment shall be for 100 marks. Every exercise / experiment shall be evaluated based on the candidate's performance during the practical class and the candidate's records maintained.

7.5.1 The apportionment of continuous assessment marks for each course shall be decided by the course coordinator based on rubrics of that particular course.

Type	Max. Marks	Remarks
Assessment based on rubrics for each experiment	50	Absolute Mark System
Assessment Test	50	
Total	100	Rounded off to one decimal place

7.6 Project Work

The evaluation of Project Work for Phase I and Phase II shall be done independently in the respective semesters and marks shall be allotted as per the weightages given in Clause 7.6.3.

7.6.1 For project work the continuous assessment shall be 50 marks while the end semester examination consisting of evaluation of project report and viva-voce shall be 50 marks. Project work shall be carried out individually.

7.6.2 The Head of the Department shall constitute review committee for project work. There shall be three assessments by the review committee during the semester. The candidate shall make presentation on the progress made by him/her before the committee.

7.6.3 The continuous assessment and end semester examination marks for Project Work and the Viva-Voce Examination shall be distributed as indicated below.

Continuous Assessment (Max. 50 Marks)						End Semester Examination (Max. 50 Marks)			
Review I (Max..10 Marks)		Review II (Max.. 20 Marks)		Review II (Max. 20 Marks)		Report Evaluation (Max. 20 Marks)	Viva - Voce (Max. 30 Marks)		
Rv. Com	Guide	Review Committee (excluding guide)	Guide	Review Committee (excluding guide)	Guide	Ext. Exr.	Guide	Exr.1	Exr.2
5	5	10	10	10	10	20	10	10	10

7.6.4 The Project Report prepared according to approved guidelines and duly signed by the Guide, Project Co-ordinator and the Head of the Department shall be submitted to Head of the Department. The candidate(s) must submit the project report within the specified date as per the academic schedule of the semester. If the project report is not submitted within the specified date then the candidate is deemed to have failed in the Project Work and redo it in the subsequent semester. This applies to both Phase–I and Phase–II Project work.

In case of candidates not completing Phase - I of Project work successfully, the candidate can undertake Phase - I again in the subsequent semester. In such cases, the candidate can enroll for Phase-II, only after successful completion of Phase - I.

7.6.5 If the candidate fails to secure 50% of the continuous assessment marks in the project work, he / she shall not be permitted to submit the report for that particular semester and shall have to redo it in the subsequent semester and satisfy attendance requirements.

7.6.6 The Project work shall be submitted within the date specified in the academic schedule. If a candidate fails to submit the project report on or before the specified deadline, he/she is deemed to have failed in the project work and shall re-register for the same in the subsequent examination.

7.6.7 Every candidate shall, based on his/her project work, publish a paper in a reputed journal in which full papers are published after usual review. A copy of the full paper accepted and proof for that shall be produced at the time of evaluation.

7.6.8 The project work shall be evaluated based on the project report submitted by the candidate in the final semester and viva-voce examination by a committee consisting of two examiners and guide of the project work.

7.6.9 If the candidate fails to secure 50 % marks in the Project work Phase I end semester examination, he / she has to resubmit the project report within 30 days from the date of declaration of the results and a fresh viva-voce examination shall be conducted as per clause 7.6.7.

7.6.10 A copy of the approved project report after the successful completion of viva-voce examination shall be kept in the department library.

7.6.11 If a candidate(s) carries out the project work in earlier semester, gets patented and satisfies the clause 7.6.1 to 7.6.10, it shall be considered as final semester project work.

7.7 Social Immersion Project / Rural Project

The Social Immersion Project / Rural Project shall be evaluated for 100 marks based on continuous assessment with the following apportionment. The project shall be assigned to a single candidate or to a group of candidates not exceeding 3 candidates in a group.

Continuous Assessment (Max. 100 Marks)				
Field work Evaluation (Max 50 Marks)	Report and Poster Evaluation (Max. 20 Marks)	Viva - Voce (Max. 30 Marks)		
Guide	Exr.	Guide	Exr.1	Exr.2
50	20	10	10	10

7.8 Industrial / Practical Training / Internship / Summer Project

The Industrial / Practical Training / Internship / Summer Project shall carry 100 marks and shall be evaluated through continuous assessment only. After completion of Industrial / Practical training / Internship / Summer Project, the candidate shall submit a brief report on the training undergone and a certificate from the organization concerned. The evaluation will be made based on this report and a Viva-Voce Examination. A copy of the certificate (issued by the Organization) submitted by the candidate shall be attached to the mark list and sent to Controller of Examinations by the respective Head of the Department.

7.9 Value Added Course

The Value added course shall carry 100 marks and shall be evaluated through continuous assessments only. Two assessments shall be conducted during the semester by the Department concerned.

7.10 Online Course

The Board of Studies will take a decision on the evaluation methodology for the online course. The Board can decide whether to evaluate the online courses through continuous assessment and end semester examination or through end semester examination only. In case of credits earned through online mode from NPTEL / SWAYAM / a University / Other Agencies approved by Chairman, Academic Council, the credits may be transferred and grades shall be assigned accordingly.

7.11 Self Study Course

The member of faculty approved by the Head of the Department shall be responsible for periodic monitoring and evaluation of the course. The course shall be evaluated through continuous assessment and end semester examination. The evaluation methodology shall be the same as that of a theory course (vide clause 7.3).

7.12 Audit Course

A candidate may be permitted to register for specific course not listed in his/her programme curriculum and without undergoing the rigors of getting a 'good' grade, as an Audit course, subject to the following conditions.

The candidates can register only one Audit course in a semester starting from second semester subject to a maximum of two courses during the entire programme of study. Such courses should be indicated as 'Audit' during the time of Registration itself. Only courses currently offered for credit to other candidates can be audited.

A course appearing in the curriculum of a candidate cannot be considered as an audit course (i.e. audit course cannot be converted to a credit course). However, if a candidate has already met the Professional Elective & Open Elective credit requirements as stipulated in the curriculum, then, a Professional Elective & Open Elective course listed in the curriculum and not taken by the candidate for credit can be considered as an audit course.

Candidates registering for an audit course should meet all the assessment and examination requirements (vide clause 7.3) applicable for a credited candidate of that course. Only if the candidate obtains a performance grade, the course will be mentioned in the semester Grade Sheet and in the Consolidated Grade Sheet as letter grade SF (Satisfactory), and not his/her performance grade in the audit course.

Since an audit course has no grade points assigned, it will not be counted for the purpose of GPA and CGPA calculations.

8. REQUIREMENTS FOR COMPLETION OF A SEMESTER

8.1 A candidate who has fulfilled the following conditions shall be deemed to have satisfied the requirements for completion of a semester and permitted to appear for the examinations of that semester.

8.1.1 Ideally, every candidate is expected to attend all classes and secure 100 % attendance. However, a candidate shall secure not less than 80 % (after rounding off to the nearest integer) overall attendance taking into account the total number of working days in a semester.

8.1.2 A candidate who could not satisfy the attendance requirements as per clause 8.1.1 but has secured 70 % and above in the current semester due to medical reasons (hospitalization / accident / specific illness) shall be permitted to appear for the current semester examinations with the approval of the Principal on payment of a condonation fee fixed by the authorities from time to time. The medical certificate needs to be submitted along with the leave application. A candidate shall be able to avail this provision only once during the entire duration of the degree programme.

8.1.3 In addition to clause 8.1.1 or 8.1.2, a candidate shall secure not less than 60 % attendance in each course.

8.1.4 A candidate shall be deemed to have completed the requirements of study of any semester only if he/she has satisfied the attendance requirements (vide clause 8.1.1 to 8.1.3) and has registered for examination by paying the prescribed fee.

8.1.5 Candidate's progress is satisfactory.

8.1.6 Candidate's conduct is satisfactory.

8.2. Candidates who do not complete the semester as per clauses from 8.1.1 to 8.1.6 except 8.1.3 shall not be permitted to appear for the examinations at the end of the semester and not be permitted to go to the next semester. They have to repeat the incomplete semester in next academic year.

8.3 The candidates who satisfy the clause 8.1.1 or 8.1.2 but do not complete the course as per clause 8.1.3 shall not be permitted to appear for the end semester examination of that course alone. They have to repeat the incomplete course in the subsequent semester when it is offered next.

9. REQUIREMENTS FOR APPEARING FOR END SEMESTER EXAMINATION

9.1 A candidate shall normally be permitted to appear for end semester examination of the current semester if he/she has satisfied the semester completion requirements as per clause 8, and has registered for examination in all courses of that semester. Registration is mandatory for current semester examinations as well as for arrear examinations failing which the candidate shall not be permitted to move on to the higher semester.

9.2 When a candidate is deputed for a National / International Sports event during End Semester examination period, supplementary examination shall be conducted for such a candidate on return after participating in the event within a reasonable period of time. Such appearance shall be considered as first appearance.

9.3 A candidate who has already appeared for a course in a semester and passed the examination is not entitled to reappear in the same course for improvement of letter grades / marks.

10. PROVISION FOR WITHDRAWAL FROM EXAMINATIONS

10.1 A candidate may, for valid reasons, be granted permission to withdraw from appearing for the examination in any regular course or all regular courses registered in a particular semester. Application for withdrawal is permitted only once during the entire duration of the degree programme.

- 10.2** The withdrawal application shall be valid only if the candidate is otherwise eligible to write the examination (vide clause 9) and is made to the Principal prior to the last examination of that semester after duly recommended by the Head of the Department.
- 10.3** The withdrawal shall not be considered as an appearance for deciding the eligibility of a candidate for First Class with Distinction.
- 10.4** If a candidate withdraws a course or courses from writing end semester examinations, he/she shall register the same in the subsequent semester and write the end semester examinations. A final semester candidate who has withdrawn shall be permitted to appear for supplementary examination to be conducted within reasonable time as per clause 14.
- 10.5** The final semester candidate who has withdrawn from appearing for project viva-voce for genuine reasons shall be permitted to appear for supplementary viva-voce examination within reasonable time with proper application to Controller of Examinations and on payment of prescribed fee.

11. PROVISION FOR BREAK OF STUDY

- 11.1** A candidate is normally permitted to avail the authorised break of study under valid reasons (such as accident or hospitalization due to prolonged ill health or any other valid reasons) and to rejoin the programme in a later semester. He/She shall apply in advance to the Principal, through the Head of the Department, stating the reasons therefore, in any case, not later than the last date for registering for that semester examination. A candidate is permitted to avail the authorized break of study only once during the entire period of study for a maximum period of one year. However, in extraordinary situation the candidate may apply for additional break of study not exceeding another one year by paying prescribed fee for break of study.
- 11.2** The candidates permitted to rejoin the programme after break of study / prevention due to lack of attendance shall be governed by the rules and regulations in force at the time of rejoining.
- 11.3** The candidates rejoining in new Regulations shall apply to the Principal in the prescribed format through Head of the Department at the beginning of the readmitted semester itself for prescribing additional/equivalent courses, if any, from any semester of the regulations in-force, so as to bridge the curriculum in-force and the old curriculum.
- 11.4** The total period of completion of the programme reckoned from the commencement of the semester to which the candidate was admitted shall not exceed the maximum period specified in clause 5 irrespective of the period of break of study in order to qualify for the award of the degree.

- 11.5** If any candidate is prevented for want of required attendance, the period of prevention shall not be considered as authorized break of study.
- 11.6** If a candidate has not reported to the college for a period of two consecutive semesters without any intimation, the name of the candidate shall be deleted permanently from the college enrollment. Such candidates are not entitled to seek readmission under any circumstances.

12. PASSING REQUIREMENTS

- 12.1** A candidate who secures not less than 50 % of total marks (continuous assessment and end semester examination put together) prescribed for the course with a minimum of 50 % of the marks prescribed for the end semester examination in all category of courses vide clause 7.1 except for the courses which are evaluated based on continuous assessment only shall be declared to have successfully passed the course in the examination.
- 12.2** A candidate who secures not less than 50 % in continuous assessment marks prescribed for the courses which are evaluated based on continuous assessment only shall be declared to have successfully passed the course. If a candidate secures less than 50% in the continuous assessment marks, he / she shall have to re-enroll for the same in the subsequent semester and satisfy attendance requirements.
- 12.3** For the candidate who does not satisfy the clause 12.1, the continuous assessment marks secured by the candidate in the first attempt for theory courses shall be retained and considered valid for subsequent attempts. However, from the fourth attempt onwards the marks scored in the end semester examinations alone shall be considered. The candidate should secure minimum 50 % marks in the end semester examinations to satisfy the passing requirements.

13. REVALUATION OF ANSWER SCRIPTS

A candidate shall apply for a photocopy of his / her semester examination answer script within a reasonable time from the declaration of results, on payment of a prescribed fee by submitting a proper application to the Controller of Examinations. The answer script shall be pursued and justified jointly by a faculty member who has handled the course and the course coordinator and recommended for revaluation. Based on the recommendation, the candidate can register for the revaluation through proper application to the Controller of Examinations. The Controller of Examinations will arrange for the revaluation and the results will be intimated to the candidate concerned. Revaluation is permitted only for Theory courses and Theory cum Practical courses where end semester examination is involved.

14. SUPPLEMENTARY EXAMINATION

If the candidate fails to secure 50 % marks in the end semester examination of Phase II of Project work alone by clearing all other courses, the candidate shall be permitted to resubmit the project work within the 30 days from the date of declaration of the results. The candidate can register for the supplementary examination and the viva voce examination shall be conducted as per clause 7.6.8.

15. AWARD OF LETTER GRADES

Range of % of Total Marks	Letter Grade	Grade Point
91 to 100	O (Outstanding)	10
81 to 90	A+ (Excellent)	9
71 to 80	A (Very Good)	8
61 to 70	B+ (Good)	7
50 to 60	B (Average)	6
Less than 50	RA (Reappear)	0
Satisfactory	SF	0
Withdrawal	W	-
Absent	AB	-
Shortage of Attendance in a course	SA	-

The Grade Point Average (GPA) is calculated using the formula:

$$\text{GPA} = \frac{\sum[(\text{course credits}) \times (\text{grade points})] \text{ for all courses in the specific semester}}{\sum(\text{course credits}) \text{ for all courses in the specific semester}}$$

The Cumulative Grade Point Average (CGPA) is calculated from first semester (third semester for lateral entry candidates) to final semester using the formula

$$\text{CGPA} = \frac{\sum[(\text{course credits}) \times (\text{grade points})] \text{ for all courses in all the semesters so far}}{\sum(\text{course credits}) \text{ for all courses in all the semesters so far}}$$

The GPA and CGPA are computed only for the candidates with a pass in all the courses.

The GPA and CGPA indicate the academic performance of a candidate at the end of a semester and at the end of successive semesters respectively.

A grade sheet for each semester shall be issued containing Grade obtained in each course, GPA

and CGPA.

A duplicate copy, if required can be obtained on payment of a prescribed fee and satisfying other procedure requirements.

Withholding of Grades: The grades of a candidate may be withheld if he/she has not cleared his/her dues or if there is a disciplinary case pending against him/her or for any other reason.

16. ELIGIBILITY FOR THE AWARD OF DEGREE

A candidate shall be declared to be eligible for the award of the M.B.A. Degree provided the candidate has

- i. Successfully completed all the courses under the different categories, as specified in the regulations.
- ii. Successfully gained the required number of total credits as specified in the curriculum corresponding to the candidate's programme within the stipulated time (vide clause 5).
- iii. Successfully passed any additional courses prescribed by the respective Board of Studies whenever readmitted under regulations other than R-2018 (vide clause 11.3)
- iv. No disciplinary action pending against him / her.

17. CLASSIFICATION OF THE DEGREE AWARDED

17.1 First Class with Distinction:

17.1.1 A candidate who qualifies for the award of the degree (vide clause 16) and who satisfies the following conditions shall be declared to have passed the examination in First class with Distinction:

- Should have passed the examination in all the courses of all the four semesters in the **First Appearance** within four consecutive semesters excluding the authorized break of study (vide clause 11) after the commencement of his / her study.
- Withdrawal from examination (vide clause 10) shall not be considered as an appearance.
- Should have secured a CGPA of not less than 8.50

(OR)

17.1.2 A candidate who joins from other institutions on transfer or a candidate who gets readmitted and has to move from one regulation to another regulation and who qualifies for the award of the degree (vide clause 16) and satisfies the following conditions shall be declared to have passed the examination in First class with Distinction:

- Should have passed the examination in all the courses of all the four semesters in the **First Appearance** within four consecutive semesters excluding the authorized break of study (vide clause 11) after the commencement of his / her study.
- Submission of equivalent course list approved by the respective

Board of studies.

- Withdrawal from examination (vide clause 10) shall not be considered as an appearance.
- Should have secured a CGPA of not less than 9.00

17.2 First Class:

A candidate who qualifies for the award of the degree (vide clause 16) and who satisfies the following conditions shall be declared to have passed the examination in First class:

- Should have passed the examination in all the courses of all four semesters within six consecutive semesters excluding authorized break of study (vide clause 11) after the commencement of his / her study.
- Withdrawal from the examination (vide clause 10) shall not be considered as an appearance.
- Should have secured a CGPA of not less than 7.00

17.3 Second Class:

All other candidates (not covered in clauses 17.1 and 17.2) who qualify for the award of the degree (vide clause 16) shall be declared to have passed the examination in Second Class.

- 17.4** A candidate who is absent for end semester examination in a course / project work after having registered for the same shall be considered to have appeared for that examination for the purpose of classification.

18. MALPRACTICES IN TESTS AND EXAMINATIONS

If a candidate indulges in malpractice in any of the tests or end semester examinations, he/she shall be liable for punitive action as per the examination rules prescribed by the college from time to time.

19. AMENDMENTS

Notwithstanding anything contained in this manual, the Kongu Engineering College through the Academic council of the Kongu Engineering College, reserves the right to modify/amend without notice, the Regulations, Curricula, Syllabi, Scheme of Examinations, procedures, requirements, and rules pertaining to its M.B.A. programme.

CURRICULUM BREAKDOWN STRUCTURE						
Summary of Credit Distribution						
Category	Semester				Total Credits	Curriculum Content (% of total number of credits of the program)
	I	II	III	IV		
PC	28	28	7	6	69	68
PE	-	-	12	12	24	24
PR	-	-	6	3	9	8
Semester wise Total	28	28	25	21	102	100
Category						Abbreviation
Lecture hours per week						L
Tutorial hours per week						T
Practical, Project work, Social immersion / Rural project hours per week						P
Credits						C

CATEGORISATION OF COURSES								
PROFESSIONAL CORE								
Sl. No.	Course Code	Course Name	L	T	P	C	Pre-requisites	Semester
1.	18MBT11	Management Process and Organizational Behaviour	4	0	0	4	Nil	I
2.	18MBT12	Micro Economics	3	0	0	3	Nil	I
3.	18MBC11	Business Statistics	3	0	2	4	Nil	I
4.	18MBC12	Management Science	3	0	2	4	Nil	I
5.	18MBT13	Financial and Management Accounting	4	0	0	4	Nil	I
6.	18MBT14	Legal Aspects of Business	4	0	0	4	Nil	I
7.	18MBC13	Business Communication (Written)	2	0	2	3	Nil	I
8.	18MBL11	Contemporary Management Practices - Seminar	0	0	4	2	Nil	I
9.	18MBT21	Macro Economics	3	0	0	3	Nil	II
10.	18MBC21	Marketing Management	3	0	2	4	Nil	II
11.	18MBC22	Financial Management	3	0	2	4	Nil	II
12.	18MBT22	Human Resource Management	3	0	0	3	Nil	II
13.	18MBC23	Operations Management	3	0	2	4	Nil	II
14.	18MBC24	Business Research Methods	3	0	2	4	Nil	II
15.	18MBT23	Indian Ethos , Ethics and CSR	2	0	0	2	Nil	II
16.	18MBL21	Business Communication (Oral)	0	0	4	2	Nil	II
17.	18MBL22	Computer and IT Skills for Managers	0	0	4	2	Nil	II
18.	18MBC31	Entrepreneurship and Innovation	2	0	2	3	Nil	III

19.	18MBL31	Professional Skill Development Laboratory	0	0	4	2	Nil	III
20.	18MBL32	Business Analytics Laboratory	0	0	4	2	18MBC11	III
21.	18MBC41	International Business Management	2	0	2	3	Nil	IV
22.	18MBC42	Sustainable Corporate Strategies	2	0	2	3	Nil	IV
		Total Credits to be earned				69		

PROJECT(S)/ INTERNSHIPS (PR)/OTHERS								
1.	18MBP31	Project Work – Phase I	0	0	8	4	Nil	III
2.	18MBP32	Social Immersion Project / Rural Project	0	0	4	2	Nil	III
3.	18MBP41	Project Work – Phase II	0	0	6	3	Nil	IV
		Total Credits to be earned				9		

PROFESSIONAL ELECTIVE								
Sl.No.	Course Code	Course Name	L	T	P	C	Pre-requisites	Sem ester
FINANCE								
1.	18MBE01	Security Analysis and Portfolio Management	2	0	2	3	Nil	III
2.	18MBE02	Financial Derivatives	2	0	2	3	Nil	III
3.	18MBE03	International Financial Management	3	0	0	3	18MBC22	III
4.	18MBE04	Behavioural Finance	3	0	0	3	Nil	III
5.	18MBE05	Working Capital Management	2	0	2	3	Nil	III
HUMAN RESOURCE								
6.	18MBE06	Human Resource Metrics and Analytics	2	0	2	3	18MBT22	III
7.	18MBE07	Compensation and Benefits Management	2	0	2	3	18MBT22	III
8.	18MBE08	Organization Development and Change Management	3	0	0	3	18MBT22	III
9.	18MBE09	Labour Legislations	3	0	0	3	Nil	III
MARKETING								
10.	18MBE10	Consumer Behaviour	2	0	2	3	Nil	III
11.	18MBE11	Retail Management	2	0	2	3	18MBC21	III
12.	18MBE12	Integrated Marketing Communication	2	0	2	3	18MBC21	III
13.	18MBE13	Product and Brand Management	3	0	0	3	Nil	III
SYSTEMS								
15.	18MBE14	Data Mining for Business Decisions	3	0	0	3	Nil	III
16.	18MBE15	E-Commerce and Digital Markets	3	0	0	3	Nil	III
17.	18MBE16	Software Project Management	3	0	0	3	Nil	III
OPERATIONS								
18.	18MBE17	Product Design and Development	3	0	0	3	18MBC23	III
19.	18MBE18	Lean Manufacturing	3	0	0	3	18MBC23	III
20.	18MBE19	Materials Management and Inventory Control	2	0	2	3	18MBC23	III
21.	18MBE20	Service Operations Management	3	0	0	3	18MBC23	III
22.	18MBE21	Supply Chain Management	2	0	2	3	Nil	III

23.	18MBE22	Logistics Management	3	0	0	3	Nil	III
		BANKING MANAGEMENT						
24.	18MBE23	Banking Technology Management	3	0	0	3	Nil	III
		INTERNATIONAL BUSINESS						
25.	18MBE24	International Marketing	3	0	0	3	18MBC21	III
		FINANCE						
26.	18MBE25	Project Finance	3	0	0	3	Nil	IV
27.	18MBE26	Business Valuation and Corporate Restructuring	3	0	0	3	Nil	IV
28.	18MBE27	Merchant Banking and Financial Services	2	0	2	3	Nil	IV
29.	18MBE28	Insurance and Risk Management	2	0	2	3	Nil	IV
		HUMAN RESOURCE						
30.	18MBE29	Employee Relations Management	3	0	0	3	18MBT22	IV
31.	18MBE30	Talent Management	3	0	0	3	18MBT22	IV
32.	18MBE31	Stress Management	3	0	0	3	Nil	IV
33.	18MBE32	Performance Management Systems	2	0	2	3	Nil	IV
34.	18MBE33	Team Dynamics at Work	2	0	2	3	Nil	IV
		MARKETING						
35.	18MBE34	Marketing Research	2	0	2	3	18MBC21, 18MBC24	IV
36.	18MBE35	Sales and Distribution Management	3	0	0	3	18MBC21	IV
37.	18MBE36	Digital and Social Media Marketing	3	0	0	3	18MBC21	IV
38.	18MBE37	Services Marketing	2	0	2	3	18MBC21	IV
		SYSTEMS						
39.	18MBE38	Software Quality Management	3	0	0	3	Nil	IV
40.	18MBE39	IT Consulting	3	0	0	3	Nil	IV
		OPERATIONS						
41.	18MBE40	Simulation of Business Systems	2	0	2	3	18MBC23	IV
42.	18MBE41	Plant Layout and Location Planning	2	0	2	3	Nil	IV
43.	18MBE42	Quality Management	3	0	0	3	Nil	IV
44.	18MBE43	Six Sigma	3	0	0	3	18MBC11	IV
45.	18MBE44	Method Study and Work Measurement	2	0	2	3	Nil	IV
46.	18MBE45	Project Management	2	0	2	3	Nil	IV
		BANKING MANAGEMENT						
47.	18MBE46	Management of Banks and Financial Institutions	3	0	0	3	Nil	IV
48.	18MBE47	Legal and Regulatory Aspects of Banking	3	0	0	3	Nil	IV
		INTERNATIONAL BUSINESS						
49.	18MBE48	International Human Resource Management	3	0	0	3	18MBT22	IV
Total Credits to be earned						24		

KEC R2018: SCHEDULING OF COURSES – Master of Business Administration Total Credits :102

Se m.	Course 1	Course 2	Course 3	Course 4	Course 5	Course 6	Course 7	Course 8	Course 9	L	T	P	Cr .	C H
I	18MBT11	18MBT12	18MBT13	18MBT14	18MBC11	18MBC12	18MBC13	18MBL11						28
	Management Process and Organizational Behaviour	Micro Economics	Financial and Management Accounting	Legal Aspects of Business	Business Statistics	Management Science	Business Communication (Written)	Contemporary Management Practices - Seminar	--					
	4 0 0 4	3 0 0 3	4 0 0 4	4 0 0 4	3 0 2 4	3 0 2 4	2 0 2 3	0 0 4 2						
II	18MBT21	18MBC21	18MBC22	18MBT22	18MBC23	18MBC24	18MBT23	18MBL21	18MBL22					28
	Macro Economics	Marketing Management	Financial Management	Human Resource Management	Operations Management	Business Research Methods	Indian Ethos , Ethics and CSR	Business Communication (Oral)	Computer and IT Skills for Managers					
	3 0 0 3	3 0 2 4	3 0 2 4	3 0 0 3	3 0 2 4	3 0 2 4	2 0 0 2	0 0 4 2	0 0 4 2					
III	18MBC31					18MBL31	18MBL32	18MBP31	18MBP32					25
	Entrepreneurship and Innovation	Elective – E1	Elective – E2	Elective – E3	Elective – E4	Professional Skill Development Laboratory	Business Analytics	Project Work - Phase I	Social Immersion Project / Rural Project					
	2 0 2 3	3	3	3	3	0 0 4 2	0 0 4 2	0 0 8 4	0 0 4 2					
IV	18MBC41	18MBC42					18MBP41							21
	International Business Management	Sustainable Corporate Strategies	Elective – E5	Elective – E6	Elective – E7	Elective – E8	Project Work – Phase II							
	2 0 2 3	2 0 2 3	3	3	3	3	0 0 6 3							

MAPPING OF COURSES WITH PROGRAM OUTCOMES

Semester	Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6
I	18MBT11	Management Process and Organizational Behaviour	✓	✓	✓			
	18MBT12	Micro Economics	✓	✓	✓	✓	✓	✓
	18MBC11	Business Statistics		✓		✓		
	18MBC12	Management Science	✓	✓			✓	
	18MBT13	Financial and Management Accounting	✓	✓				
	18MBT14	Legal Aspects of Business	✓	✓	✓		✓	
	18MBC13	Business Communication (Written)	✓	✓	✓	✓	✓	✓
	18MBL11	Contemporary Management Practices - Seminar	✓			✓		✓
II	18MBT21	Macro Economics	✓	✓			✓	
	18MBC21	Marketing Management	✓	✓		✓		✓
	18MBC22	Financial Management	✓	✓				
	18MBT22	Human Resource Management	✓	✓		✓	✓	✓
	18MBC23	Operations Management	✓	✓				
	18MBC24	Business Research Methods	✓	✓		✓		
	18MBT23	Indian Ethos , Ethics and CSR			✓			✓
	18MBL21	Business Communication (Oral)			✓	✓		
	18MBL22	Computer and IT Skills for Managers		✓		✓		
III	18MBC31	Entrepreneurship and Innovation	✓	✓	✓	✓	✓	✓
	18MBL31	Professional Skill Development Laboratory		✓	✓	✓		
	18MBL32	Business Analytics Laboratory		✓				
	18MBP31	Project Work – Phase I	✓	✓	✓	✓		
	18MBP32	Social Immersion Project / Rural Project			✓	✓	✓	
		FINANCE						
	18MBE01	Security Analysis and Portfolio Management	✓	✓				
	18MBE02	Financial Derivatives	✓	✓				
	18MBE03	International Financial Management	✓	✓			✓	
	18MBE04	Behavioural Finance	✓	✓	✓	✓		
	18MBE05	Working Capital Management	✓	✓				
		HUMAN RESOURCE						

	18MBE06	Human Resource Metrics and Analytics	✓	✓				
	18MBE07	Compensation and Benefits Management	✓	✓	✓			
	18MBE08	Organization Development and Change Management	✓	✓				
	18MBE09	Labour Legislations	✓	✓				✓
		MARKETING						
	18MBE10	Consumer Behaviour	✓	✓		✓	✓	
	18MBE11	Retail Management	✓	✓				
	18MBE12	Integrated Marketing Communication	✓	✓		✓		
	18MBE13	Product and Brand Management	✓	✓	✓	✓	✓	
		SYSTEMS						
	18MBE14	Data Mining for Business Decisions	✓	✓				
	18MBE15	E-Commerce and Digital Markets	✓	✓		✓		✓
	18MBE16	Software Project Management	✓	✓				
		OPERATIONS						
	18MBE17	Product Design and Development	✓	✓				
	18MBE18	Lean Manufacturing	✓	✓				
	18MBE19	Materials Management and Inventory Control	✓	✓				
	18MBE20	Service Operations Management	✓	✓			✓	
	18MBE21	Supply Chain Management	✓	✓				
	18MBE22	Logistics Management	✓	✓			✓	
		BANKING MANAGEMENT						
	18MBE23	Banking Technology Management	✓	✓				
		INTERNATIONAL BUSINESS						
	18MBE24	International Marketing	✓			✓	✓	
IV	18MBC41	International Business Management	✓				✓	
	18MBC42	Sustainable Corporate Strategies	✓	✓				
	18MBP41	Project Work – Phase II	✓	✓	✓	✓		
		FINANCE						
	18MBE25	Project Finance	✓	✓				
	18MBE26	Business Valuation and Corporate Restructuring	✓	✓		✓		
	18MBE27	Merchant Banking and Financial Services	✓	✓				

18MBE28	Insurance and Risk Management	✓	✓				
	HUMAN RESOURCE						
18MBE29	Employee Relations Management	✓		✓			
18MBE30	Talent Management	✓	✓				
18MBE31	Stress Management	✓	✓	✓	✓		
18MBE32	Performance Management Systems	✓	✓	✓			
18MBE33	Team Dynamics at Work	✓	✓	✓	✓		
	MARKETING						
18MBE34	Marketing Research	✓	✓				
18MBE35	Sales and Distribution Management	✓	✓	✓	✓		
18MBE36	Digital and Social Media Marketing		✓		✓		
18MBE37	Services Marketing		✓	✓	✓		
	SYSTEMS						
18MBE38	Software Quality Management	✓	✓				
18MBE39	IT Consulting	✓	✓	✓			✓
	OPERATIONS						
18MBE40	Simulation of Business Systems	✓	✓				
18MBE41	Plant Layout and Location Planning	✓	✓				
18MBE42	Quality Management	✓	✓				
18MBE43	Six Sigma	✓	✓				
18MBE44	Method Study and Work Measurement	✓	✓				
18MBE45	Project Management	✓	✓				
	BANKING MANAGEMENT						
18MBE46	Management of Banks and Financial Institutions	✓	✓				
18MBE47	Legal and Regulatory Aspects of Banking	✓	✓				✓
	INTERNATIONAL BUSINESS						
18MBE48	International Human Resource Management	✓	✓			✓	

MASTER OF BUSINESS ADMINISTRATION CURRICULUM – R2018

SEMESTER – I									
Course Code	Course Title	Hours / Week			Credit	Maximum Marks			CBS
		L	T	P		CA	ESE	Total	
Theory/Theory with Practical									
18MBT11	Management Process and Organizational Behaviour	4	0	0	4	50	50	100	PC
18MBT12	Micro Economics	3	0	0	3	50	50	100	PC
18MBT13	Financial and Management Accounting	4	0	0	4	50	50	100	PC
18MBT14	Legal Aspects of Business	4	0	0	4	50	50	100	PC
18MBC11	Business Statistics	3	0	2	4	50	50	100	PC
18MBC12	Management Science	3	0	2	4	50	50	100	PC
18MBC13	Business Communication (Written)	2	0	2	3	50	50	100	PC
18MBL11	Contemporary Management Practices - Seminar	0	0	4	2	100	0	100	PC
Total					28				

SEMESTER – II									
Course Code	Course Title	Hours / Week			Credit	Maximum Marks			CBS
		L	T	P		CA	ESE	Total	
Theory/Theory with Practical									
18MBT21	Macro Economics	3	0	0	3	50	50	100	PC
18MBC21	Marketing Management	3	0	2	4	50	50	100	PC
18MBC22	Financial Management	3	0	2	4	50	50	100	PC
18MBT22	Human Resources Management	3	0	0	3	50	50	100	PC
18MBC23	Operations Management	3	0	2	4	50	50	100	PC
18MBC24	Business Research Methods	3	0	2	4	50	50	100	PC
18MBT23	Indian Ethos , Ethics and CSR	2	0	0	2	50	50	100	PC
18MBL21	Business Communication (Oral)	0	0	4	2	100	0	100	PC
18MBL22	Computer and IT Skills for Managers	0	0	4	2	100	0	100	PC
Total Credits to be earned					28				

SEMESTER – III									
Course Code	Course Title	Hours / Week			Credit	Maximum Marks			CBS
		L	T	P		CA	ESE	Total	
Theory/Theory with Practical									
18MBC31	Entrepreneurship and Innovation	2	0	2	3	50	50	100	PC
	Elective Course – I				3	50	50	100	PE
	Elective Course – II				3	50	50	100	PE
	Elective Course – III				3	50	50	100	PE
	Elective Course – IV				3	50	50	100	PE
Practical									
18MBL31	Professional Skill Development Laboratory	0	0	4	2	100	0	100	PC
18MBL32	Business Analytics Laboratory	0	0	4	2	100	0	100	PC
18MBP31	Project Work – Phase I	0	0	8	4	50	50	100	PR
18MBP32	Social Immersion Project / Rural Project	0	0	4	2	100	0	100	PR
Total Credits to be earned					25				

SEMESTER – IV									
Course Code	Course Title	Hours / Week			Credit	Maximum Marks			CBS
		L	T	P		CA	ESE	Total	
Theory/Theory with Practical									
18MBC41	International Business Management	2	0	2	3	50	50	100	PC
18MBC42	Sustainable Corporate Strategies	2	0	2	3	50	50	100	PC
	Elective Course – V				3	50	50	100	PE
	Elective Course – VI				3	50	50	100	PE
	Elective Course – VII				3	50	50	100	PE
	Elective Course – VIII				3	50	50	100	PE
Practical									
18MBP41	Project Work – Phase II	0	0	6	3	50	50	100	PR
Total Credits to be earned					21				

LIST OF ELECTIVE COURSES					
Course Code	Course Title	Hours/Week			Credit
		L	T	P	
SEMESTER III (Students can choose any four courses from the following list in 3rd Semester)					
FINANCE					
18MBE01	Security Analysis and Portfolio Management	2	0	2	3
18MBE02	Financial Derivatives	2	0	2	3
18MBE03	International Financial Management	3	0	0	3
18MBE04	Behavioural Finance	3	0	0	3
18MBE05	Working Capital Management	2	0	2	3
HUMAN RESOURCE					
18MBE06	Human Resource Metrics and Analytics	2	0	2	3
18MBE07	Compensation and Benefits Management	2	0	2	3
18MBE08	Organization Development and Change Management	3	0	0	3
18MBE09	Labour Legislations	3	0	0	3
MARKETING					
18MBE10	Consumer Behaviour	2	0	2	3
18MBE11	Retail Management	2	0	2	3
18MBE12	Integrated Marketing Communication	2	0	2	3
18MBE13	Product and Brand Management	3	0	0	3
SYSTEMS					
18MBE14	Data Mining for Business Decisions	3	0	0	3
18MBE15	E-Commerce and Digital Markets	3	0	0	3
18MBE16	Software Project Management	3	0	0	3
OPERATIONS					
18MBE17	Product Design and Development	3	0	0	3
18MBE18	Lean Manufacturing	3	0	0	3
18MBE19	Materials Management and Inventory Control	2	0	2	3
18MBE20	Service Operations Management	3	0	0	3
18MBE21	Supply Chain Management	2	0	2	3
18MBE22	Logistics Management	3	0	0	3
BANKING MANAGEMENT					
18MBE23	Banking Technology Management	3	0	0	3
INTERNATIONAL BUSINESS					
18MBE24	International Marketing	3	0	0	3

LIST OF ELECTIVE COURSES					
Course Code	Course Title	Hours/Week			Credit
		L	T	P	
SEMESTER IV (Students can choose any four courses from the following list in 4th Semester)					
FINANCE					
18MBE25	Project Finance	3	0	0	3
18MBE26	Business Valuation and Corporate Restructuring	3	0	0	3
18MBE27	Merchant Banking and Financial Services	2	0	2	3
18MBE28	Insurance and Risk Management	2	0	2	3
HUMAN RESOURCE					
18MBE29	Employee Relations Management	3	0	0	3
18MBE30	Talent Management	3	0	0	3
18MBE31	Stress Management	3	0	0	3
18MBE32	Performance Management Systems	2	0	2	3
18MBE33	Team Dynamics at Work	2	0	2	3
MARKETING					
18MBE34	Marketing Research	2	0	2	3
18MBE35	Sales and Distribution Management	3	0	0	3
18MBE36	Digital and Social Media Marketing	3	0	0	3
18MBE37	Services Marketing	2	0	2	3
SYSTEMS					
18MBE38	Software Quality Management	3	0	0	3
18MBE39	IT Consulting	3	0	0	3
OPERATIONS					
18MBE40	Simulation of Business Systems	2	0	2	3
18MBE41	Plant Layout and Location Planning	2	0	2	3
18MBE42	Quality Management	3	0	0	3
18MBE43	Six Sigma	3	0	0	3
18MBE44	Method Study and Work Measurement	2	0	2	3
18MBE45	Project Management	2	0	2	3
BANKING MANAGEMENT					
18MBE46	Management of Banks and Financial Institutions	3	0	0	3
18MBE47	Legal and Regulatory Aspects of Banking	3	0	0	3
INTERNATIONAL BUSINESS					
18MBE48	International Human Resource Management	3	0	0	3

18MBT11 - MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	NIL	1	PC	4	0	0	4

Preamble	This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of concepts theories and practices in the field of management of human behavior at the individual, group and organizational levels.
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Unit - I	Management:	12
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Management: Definition - Meaning - Evolution - Process of Management. Approaches of Management: Classical - Administrative, Behavioral, Quantitative, Contemporary, Systematic Approaches. Management roles and functions. Planning: Steps - types - conditions and strategies – policies - Planning premises - MBO. Organizing: Structure – Delegation – Decentralization - Line and Staff Relation. Contingent Workforce.

Unit - II	Decision Making:	12
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Process - Steps - Types of Decisions. Staffing: Sources of Recruitment: Internal, External-Selection Process. Leading: Concepts. Leadership Theories: Trait theory - Behavioral theory - Contingency theory. Controlling - Control Process - Control Preventive Control. Management by Walking Around (MBWA). Communication-Process, Direction of Communication - Barriers of Effective Communication.

Unit - III	Organizational Behavior, Personality, Perception, Emotions and Moods:	12
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Organizational Behavior: Meaning – Importance - Disciplines contributing to OB. Challenges and opportunities of OB. Personality: Its determinants, attributes, traits: Myers Briggs Type Indicator, Big Five Model - Values and attitudes, Job Attitudes. Perception: meaning, Factors Influencing. Emotions and Moods: Positive and Negative Effect. Functions and Sources of Emotions.

Unit - IV	Motivation, Team management and Organizational Culture:	12
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Motivation: Motivation - Basic Concepts - Motivation Theories - Early Theories - Modern Theories. Group and Team: Groups and Team Management -Types of Groups - Group Norms and Cohesiveness: Group Roles. Organizational Culture: Role - Elements of Organizational Culture - Organizational Culture and Performance - Changing and Strengthening Culture - Organizational Socialization.

Unit - V	Conflict Process, Organizational Change and Organizational Theories:	12
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Conflict Process: Sources of Conflict - Conflict Process - Structural approach to Conflict Management - Negotiation. Organizational Change: Forces for change - managing resistance to change - Change Model: Organizational Theories: Theories of Learning - Behaviour modification. Power and Politics in Organization: Bases of Power, Power Tactics. Stress: Work Stress - Cause and Consequences - Stress Management.

Total:60

TEXT BOOK:

1.	Koontz Harold and Heinz Weihrich, "Essentials of Management - An International and Leadership Perspective", 10th Edition, McGraw Hill Education, New Delhi, 2015.
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REFERENCES:

1.	Robbins and Coulter, "Management", 13th Edition, Prentice Hall of India, New Delhi, 2017.
2.	Robbins Stephen P, "Organizational Behaviour", 16th Edition, Pearson Education, New Delhi, 2016.
3.	Mcshane L. Steven, Von Glinow Mary and Ann Sharma R. Radha, "Organizational Behaviour", 11th Edition, McGraw Hill Education, New Delhi, 2012.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	define, explain and illustrate the functions of management and organisational structure	Applying (K3)
CO2	apply good decision making and control techniques to Lead the team effectively	Applying (K3)
CO3	demonstrate a critical understanding of motivational theories and group differences	Analyzing (K4)
CO4	synthesis the individual behaviour with organisational culture	Applying (K3)
CO5	assess the potential effects of individual problems on organisational context	Evaluating (K5)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		2	1			
CO3			3			
CO4	2					
CO5	2					

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom’s Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom’s Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	25	40	35				100
CAT2	15	25	30	30			100
CAT3	5	15	25	30	25		100
ESE	10	20	25	25	20		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBT12 - MICRO ECONOMICS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	1	PC	3	0	0	3

Preamble	Micro Economics aims to offer fundamentals of the economic principles, which helps to make decision on allocation of resources based on the economic scenario. Second, offers to bring conceptual knowledge on demand, supply, profit maximisation objective, consumer preferences based on utility, production, cost, and market structures for managerial decisions.						
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Unit - I	Economic Principles:	9
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Economic Principles: Definition and Scope of Economics - Basic Assumptions - Application of Economics Principles - Types of Economic Analysis - Managerial Economics - Economic Principles Relevant to Managerial Decisions - Production Possibility Curve.

Unit - II	Theory of Firms, Demand and Supply Analysis:	9
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Theory of Firms: Introduction - Forms of Ownership - Objectives of a Firm - Profit Maximization Theory - Baumol's Theory of Sales Revenue Maximization - Behavioural Theories. Demand and Supply Analysis: Demand - Type, Determinants, Demand Curve, Demand Schedule, Law of Demand, Elasticity – Price Elasticity of Demand.

Unit - III	Supply, Consumer Preferences and Choice:	9
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Supply and Consumer Preferences and Choice: Supply - Determinants - Supply Curve - Supply Schedule - Law of Supply - Market Equilibrium. Consumer Preferences and Choice - Utility - Indifference Curve Analysis - Diminishing Marginal Rate of Substitution - Budget Line

Unit - IV	Theory of Production and Cost Concepts:	9
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Theory of Production: Production Theory - Types of Inputs - Production Functions and Types - Producer's Equilibrium - Return to Scale. Cost Concepts: Costs - Types - Average and Marginal Costs in the Short Run and Long run - Economics of Scale.

Unit - V	Market Structures:	9
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Market Structures: Types of Market Structures and its Characteristics - Perfect Competition - Short Run and Long Run Equilibrium - Price Output Decisions - Monopoly - Price Discrimination - Price Output Decisions- Monopolistic Competition - Price Output Decisions and Oligopoly and Duopoly.

Total:45

TEXT BOOK:

1.	Geetika Piyali Ghosh and Purba Roy Choudhury, "Managerial Economics", 3rd Edition, McGraw Hill Education, New Delhi, 2017.
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REFERENCES:

1.	Vanita Agarwal, "Managerial Economics", 1st Edition, Pearson Education India, New Delhi, 2013.
2.	Gregory Mankiw N, "Principles of Economics", 7th Edition, Cengage Learning, New Delhi, 2013.
3.	Ahuja H.L, "Economic Environment of Business", 1st Edition, S.Chand & Company, New Delhi, 2010.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the fundamental economic principles that influence managerial decisions	Remembering (K1)
CO2	explain how market forces influence the demand and supply	Understanding (K2)
CO3	relate the knowledge of production theory in management decision making	Applying (K3)
CO4	apply the knowledge on cost concepts in economic analysis	Applying (K3)
CO5	analyze the pricing and output decision of different market structures	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	1			
CO2	2	3		1		
CO3	2	3			1	1
CO4	2	3			1	1
CO5	2	3			1	1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom’s Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom’s Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	50	50					100
CAT2	25	30	45				100
CAT3	20	25	25	30			100
ESE	10	30	30	30			100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBT13 - FINANCIAL AND MANAGEMENT ACCOUNTING

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	1	PC	4	0	0	4

Preamble	The purpose of the financial accounting component of the course is to provide an understanding of how to communicate the results of these business transactions in the form of financial statements. The objectives of the management accounting component of the course is to provide an introduction to generating and interpreting the accounting information for planning, control and decision making						
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Unit - I	Introduction:	12
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Introduction: Financial, Cost and Management Accounting - Generally accepted accounting principles, Conventions and Concepts - Balance Sheet and Related concepts - Profit and Loss account and related concepts - An overview of Accounting Standards in India - Human Resource accounting - Green Accounting - Forensic accounting.

Unit - II	Preparation of Financial Statement:	12
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Preparation of Trading Account - Profit and Loss Account - Balance Sheet - Reading and Interpreting the published financial statements.

Unit - III	Financial Statement Analysis:	12
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Financial Statement Analysis: Features, Techniques - Ratio analysis - Types of ratios - Merits and demerits of Ratio analysis. Fund Flow Statement - Cash Flow Statement - Preparation of Cash Flow Statement as per AS 3.

Unit - IV	Cost Accounting:	12
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Cost Accounting: Cost Accounting – Meaning and Objectives – Classifications of Cost – Elements of Costs-Preparation of cost sheet. Marginal Costing: Marginal Costing and Profit planning – Break Even Analysis - Decision making using Marginal Costing.

Unit - V	Budgetary Control:	12
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Budgetary Control: Budgetary Control - Types of Budgets - Cash Budget - Functional Budgets: Production Budget - Purchases Budget. Sales Budget - Personnel Budget - Flexible Budget - Preparation and Interpretation - Zero based Budgeting.

Total:60

TEXT BOOK:

1.	Maheswari S.N, Suneel K. Maheswari and Sharad K. Maheswari, "A Text Book of Accounting for Management", 4th Edition, S Chand & Company, New Delhi, 2018.
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REFERENCES:

1.	Sanjay Dhamija, "Financial Accounting for Managers", 2nd Edition, Pearson Education, New Delhi, 2015.
2.	Khan M.Y and Jain P.K, "Management Accounting, Text, Problems and Cases", 7th Edition, McGraw Hill Educaiton, New Delhi, 2017.
3.	Jain S.P, Narang K.L and Simi Agrawal, "Financial Accounting", 1st Edition, Kalyani Publishers, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the basic principles of accounting	Understanding (K2)
CO2	prepare and interpret the financial statements, namely Trading Accounts, Profit and Loss Account and Balance Sheet	Applying (K3)
CO3	measure the performance of the company using Ratio analysis, fund flow statement and cash flow statement	Analyzing (K4)
CO4	prepare the Cost Statement for a company and Make Management decisions using marginal costing Techniques	Analyzing (K4)
CO5	construct various Budgets for an organization and understand the importance of budgetary control	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3	3				
CO3		3				
CO4	3	2				
CO5	3	2				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom’s Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom’s Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	25	40	35				100
CAT2	10	20	30	40			100
CAT3	10	25	35	30			100
ESE	10	25	30	35			100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBT14 - LEGAL ASPECTS OF BUSINESS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	1	PC	4	0	0	4

Preamble	The course designed to acquaint the students with various laws that will help them to enhance their understanding as of how law affects the different aspects of business.						
Unit - I	Indian Contract Act:						12
Indian Contract Act: Introduction - Meaning and Classification. Essentials of a Valid Contract – Proposal – Acceptance - Free consent – Consideration - Capacity to Contract - Performance of Contract - Discharge of Contract - Modes of discharge. Breach of Contract - Remedies for Breach. Quasi Contracts.							
Unit - II	The Sales of Goods Act:						12
The Sales of Goods Act: Definition - Essentials of a Contract of Sale - Sale and agreement to Sell - Goods and their Classification - Price - Passing of property - Transfer of Title by Non Owners - Unpaid Seller and his Rights - Remedies for Breach Contract of Sale.							
Unit - III	Partnership Act and Negotiable Instruments Act:						12
Partnership Act: Meaning and Essential elements of partnership - Formation of Partnership - Kinds and types of Partners - Rights of Incoming and Outgoing Partners – Retirement - Expulsion of a Partner - Dissolution of firm. Negotiable Instruments Act: Importance of Negotiable Instruments - Promissory Note - Bill of Exchange – Cheque - Holder for Value - Holder in Due Course. Rights and Duties of Collecting and Paying Bankers, Forgery.							
Unit - IV	Companies Act:						12
Companies Act: Characteristics of a company - Incorporation of a Company - Classification of Companies - Articles of Association - Memorandum of Association – Prospectus - Borrowing power of companies - Board of Directors, Meetings.							
Unit - V	Consumer Protection Act and Information Technology Act:						12
Consumer Protection Act: Definitions - Objectives of the act - Rights of Consumers - Nature and Scope of Complaints - Remedies Available to Consumers. Information Technology Act: An introduction - Cyber Laws - Introduction of IPR - Copy rights - Infringement of Copyright - Civil Remedies for Infringement. Trademarks, Patent Act.							

Total:60

TEXT BOOK:

1.	Kapoor N.D, "Elements of Mercantile Law", 34th Edition, S. Chand & Company, New Delhi, 2014.
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REFERENCES:

1.	Pollock Mulla, "Indian Contract Act and Specific Relief Act", 14th Edition, Lexis Nexis Butterworths, Nagpur, 2012.
2.	Singh Avtar, "Company Law", 17th Edition, Eastern Book Comopany, Lucknow, 2018.
3.	Ramaiya A, "Guide to Companies Act", 18th Edition, Wadhwa, Nagpur, 2013.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	interpret and form contractual relationships in business	Applying (K3)
CO2	basic understand the laws relating to Sales of Goods	Understanding (K2)
CO3	appreciate the importance of Negotiable instruments and Partnership in business	Applying (K3)
CO4	understand the application of law in managing Companies through companies act	Understanding (K2)
CO5	identify and understand methods to solve legal issues in business environment	Understanding (K2)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3	3				
CO3		3				
CO4			3		3	
CO5					2	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	50	30	20				100
CAT2	25	35	40				100
CAT3	50	50					100
ESE	30	30	40				100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBC11 - BUSINESS STATISTICS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	1	PC	3	0	2	4

Preamble This course will introduce the application of statistics in the workplace for analyzing and interpreting data and drawing conclusions, and making predictions of the future. This course will begin with data description followed by probability analysis and distributions, sampling for estimation, hypothesis testing, and finally regression. This course also makes use of spreadsheets, an important tool for working with and making sense of numerical data.

Unit - I Central Tendency and Dispersion: 9

Central Tendency and Dispersion: Meaning of Business Statistics - Role of Statistical Techniques in Decision Making. Data types - qualitative and quantitative - Measures of Central Tendency: Mean, Median, Mode, Quartiles and Percentiles - Measurement of Dispersion: Quartile Deviation - Standard Deviation - Coefficient of variation. Application of central tendency and dispersion in Business.

Unit - II Probability: 9

Probability: Meaning - events - mutually exclusive and non mutually exclusive events - independent and dependent events - Approaches of probability - Types of probability - marginal, joint and conditional - Addition and Multiplication Rules - Bayes's Theorem application.

Unit - III Probability Distribution: 9

Probability Distribution: Discrete and Continuous distributions - Binomial, Poisson and Normal Distribution - properties and application in real life cases.

Unit - IV Sampling Distribution: 9

Sampling Distribution: Distribution of mean - standard error - Sampling distribution of proportions - Point and Interval Estimate. Hypothesis Testing: Test for comparing Means - Test for comparing Proportions.

Unit - V Non-parametric test: 9

Non-parametric test: Run test for randomness, Mann-Whitney U test, Wilcoxon signed rank test, Kruskal Wallis test - Chi-Square test as test of Independence. Correlation Analysis: Pearson's Coefficient of Correlation - Spearman's Rank Correlation, Regression Analysis: Linear Regression.

List of Exercises / Experiments :

Students will have practice sessions to use spreadsheet, Mega stat and any one statistical software for the following topics.

1.	Tabular and Graphical presentation of data – Qualitative data – Bar, Pie diagram, Quantitative data – Histogram, Box plot
2.	Central tendency and dispersion
3.	Probability distributions
4.	Hypothesis testing for comparing Means - z test and t test
5.	Hypothesis testing for comparing more than two means - ANOVA
6.	Non-parametric tests - Chi-Square test, Mann-Whitney U test, Wilcoxon signed rank test, Kruskal Wallis test
7.	Correlation and Regression analysis

Lecture:45, Practical:30, Total:75

TEXT BOOK:

1.	Levin Rubin, H. Siddiqui Masood , S. Rubin David , Rastogi Sanjay , "Statistics for Management", 8th Edition, Pearson Education, New Delhi, 2017.
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REFERENCES:

1.	Naval Bajpai, "Business Statistics", 2nd Edition, Pearson Education, New Delhi, 2013.
2.	Sharma J.K, "Fundamentals of Business Statistics", 4th Edition, Vikas Publishing House , New Delhi, 2014.
3.	Beri G.C, "Business Statistics", 3rd Edition, McGraw Hill Education, New Delhi, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	present the data in tables and charts and describe data by measures of location and dispersion for managerial decision making	Evaluating (K5)
CO2	comprehend probability concepts and apply probability concepts to various business problems	Applying (K3)
CO3	apply probability distributions to business situations	Applying (K3)
CO4	exhibit basic knowledge of sampling distribution to perform statistical inference and also Perform tests of hypothesis for comparing means and proportions in business problems	Creating (K6)
CO5	identify the pattern of relationship between variables using correlation and make a prediction about dependent variable using regression and perform distribution – free tests.	Creating (K6)
CO6	use software for presenting data and descriptive statistics.	Applying (K3), Manipulation (S2)
CO7	apply software for probability distributions and hypothesis testing	Applying (K3), Manipulation (S2)
CO8	using software for regression and non parametric tests	Applying (K3), Manipulation (S2)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3		1		
CO2		3				
CO3		3				
CO4		3				
CO5		3				
CO6		3		1		
CO7		3		1		
CO8		3		1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	30	30	20	10		100
CAT2	10	20	30	20	10	10	100
CAT3	20	40	40				100
ESE	10	20	30	20	10	10	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBC12 - MANAGEMENT SCIENCE

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	1	PC	3	0	2	4

Preamble	To solve the decision making problems that confront and confound managers in both the public and private sector by developing mathematical models of those problems.
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Unit - I	Decision Model and Linear Programming:	9
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Decision Model: Definition of Decision Models and Decision variables - Evolution and Application of Management Science - Management Science Approach - Types of OR Models - Introduction to Break Even Analysis. Linear Programming: Formulation of LPP - Application of LPP - Product Mix, Diet, Blending, Marketing and Financial problems - Extreme Point Solution method - some special cases - Introduction to sensitivity analysis.

Unit - II	Transportation and Assignment models:	9
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Transportation and Assignment models: Overview of the solution technique - finding an initial feasible solutions using North - West Corner method - Least Cost method and Vogel's Approximation method - variations in transportation problem - Unbalanced and Maximization. Assignment problems – Hungarian method – Variations of the Assignment problem – Multiple solution, Unbalanced and Maximization.

Unit - III	Network Optimization:	9
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Network Optimization: Shortest-route (labeling) algorithm and problems - Minimum spanning tree and maximal flow problems - Network optimization problems using Excel. Introduction to integer programming, goal programming and Analytic Hierarchy Process (AHP).

Unit - IV	Decision Theory:	9
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Decision Theory: Payoff and Regret table - Decision making under uncertainty - Maximin Criterion - Maximax Criterion - Regret Criterion - Hurwicz Criterion – Laplace Criterion. Decision making under risk - EMV, EOL and EVPI approach.

Unit - V	Game Theory:	9
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Game Theory: Definition of game - payoff and two person zero sum game - maximin-minimax principle, saddle point - 2 X 2 games without saddle point - graphical method for 2 x n or m x 2 games.

List of Exercises / Experiments :

Optimal solution for LPP and sensitivity analysis for different business problems using Excel	
1.	Introduction with maximization and minimization problems
2.	LPP problems with three and four decision variables
3.	Sensitivity analysis for different business problems using Excel
Optimal solution for transportation and assignment problems using Excel:	
4.	Transportation problem
5.	Assignment problem
Network Optimization - using Excel:	
6.	Shortest-route problem
7.	Minimum spanning tree problem
8.	Maximal flow problem
Decision analysis for uncertain and risky environment using Excel:	
9.	Decision making under uncertainty
10.	Decision making under risk

Lecture:45, Practical:30, Total:75

TEXT BOOK:

1.	William J. Stenvenson and Ceyhun Ozgur, "Introduction to Management Science with Spread Sheets", 11th Edition, McGraw Hill Education, New Delhi, 2013.
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REFERENCES:

1.	Bernard W. Taylor, "Introduction to Management Science", 12th Edition, Pearson Education, New Delhi, 2016.
2.	Vohra N.D, "Quantitative Techniques in Management", 5th Edition, McGraw Hill Education, New Delhi, 2017.
3.	Paneerselvam R, "Operations Research", 2nd Edition, PHI Learning, New Delhi, 2014.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	formulate and solve the Linear Programming models with sensitivity analysis for business problems	Applying (K3)
CO2	understand and apply suitable techniques to solve transportation and assignment problems to maximize results or revenue as well as minimizing costs	Applying (K3)
CO3	draw and interpret the network optimization problem for business application	Evaluating (K5)
CO4	investigate the decision theory models and choose the best outcome from the different alternatives	Evaluating (K5)
CO5	analyze and make strategic and tactical decisions within the context of many possible scenarios and competitive responses	Applying (K3)
CO6	Solve and interpret the Linear Programming models with sensitivity analysis for different business problems using Excel	Applying (K3), Manipulation (S2)
CO7	solve and interpret the Network Optimization models for different business application using Excel.	Applying (K3), Manipulation (S2)
CO8	solve and interpret the Decision-making problem for uncertain and risky environment using Excel	Applying (K3), Manipulation (S2)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3				
CO2		3				
CO3		3				
CO4	3	3				
CO5	3	3			2	
CO6		3				
CO7		3				
CO8		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	5	30	30	20	15		100
CAT2	5	10	50	20	15		100
CAT3	20	40	40				100
ESE	5	20	35	25	15		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBC13 - BUSINESS COMMUNICATION (WRITTEN)

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	1	PC	2	0	2	3

Preamble	The course is designed to make the students to understand the importance of business communication and to enable them to design and execute all types of business communication for an efficient working of business organizations. The course gives innovative practical exposure in business communication process.
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Unit - I	Communication in the Workplace:	10
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Communication in the Workplace: Definition and classification of communication – purpose of communication – process of communication – Basic Principles of Business Communication – Types of Communication – Classification of Communication Channels – General Principles and Fundamentals of Business Writing Internal Correspondence through enabling software.

Unit - II	Mechanics of Written Business Communication:	10
------------------	---	-----------

Mechanics of Written Business Communication: Purpose of writing - Writing techniques - pros and cons of written communication, clarity in writing – Construction of clear sentences and Paragraphs – Effective Written communication – Mechanics of writing – Notices – Circulars – memos – agenda – Minutes – Reports and Proposals. E-mail writing Employment Communication: General Principles - Formats and Structures – Resume preparation – Job Application letters – Testimonials – Other letters regarding employment.

Unit - III	Writing for Business Correspondence:	10
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Writing for Business Correspondence: Introduction and Purposes of Business Letter Writing – Process of letter – Writing Calling for Quotation – Placing orders – Complaint Letters – Calling for estimates – tenders – orders – sales letter and collection letters. External Correspondence through word processor software. Writing skills for complaints – goodwill creation – advertisements, information sheet, Press release etc.

List of Exercises / Experiments :

1.	Creating Internal Correspondence using word processing tools. Create using images, text layouts and style.
2.	Create professional business report using appropriate tools in APA Documentation style.
3.	Using “mail merge” option in word processor software, automate the process of personalizing multiple letter and customize using Spreadsheet dataset.
4.	Write/Create e-mails for routine business correspondence.
5.	Prepare a Job application letter/CV/professional resume using word processing tools.
6.	Drafting Business Letters for calling for Quotations/Placing orders using word processing tools.
7.	Create Business Letters/e-mails for calling estimates/tenders/sales letters using word processing tools.
8.	Drafting Complaint/Reminder Letters using word processing tools.
9.	Prepare/Design Ads (or) Posters using appropriate word processor tools.
10.	Prepare/Design Business Flyers (or) Newsletter (or) Brochure using appropriate word processor tools.

Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Taylor Shirley, "Model Business Letters, Emails and Other Business Documents", 7th Edition, Pearson Education, New Delhi, 2013.
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REFERENCES:

1.	Sharma R.C. and Krishna Mohan, "Business Correspondence And Report Writing – A Practical Approach to Business and Technical Communication", 4th Edition, McGraw-Hill Education, New Delhi, 2010.
2.	Raymond V. Lesikar, John D. Pettit and Mary E. Flatly, "Lesikar’s Basic Communication", 11th Edition, McGraw-Hill Education, New Delhi, 2009.
3.	Littlejohn Andrew, "Company to Company: A Task-based Approach to Business Emails, Letters and Faxes", 4th Edition, Cambridge University Press, UK, 2005.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand different forms of business communication and its appropriate use in business related situations	Understanding (K2)
CO2	use language effectively and accurately acquiring vocabulary for business contexts	Applying (K3)
CO3	write cohesively, coherently and flawlessly for varied business context	Applying (K3)
CO4	construct effective written message in various formats and styles to a variety of business related situations using appropriate word processor tools	Creating (K6)
CO5	understand the role of drafting, revising, presenting receiving and processing business information as important parts of writing process	Understanding (K2)
CO6	use of appropriate technologies and software tools for communicating with different business audience	Applying (K3), Articulation (S4)
CO7	Select and incorporate appropriate word processing soft ware tools and options for effective business correspondence	Applying (K3), Precision (S3)
CO8	write clear, concise and professional copy of business messages using word processing tools for a verity of business purpose, situation and audience.	Creating (K6), Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	1		1	3		
CO3		2		2	1	
CO4			1	2		
CO5			1	1		
CO6			2			1
CO7				1		1
CO8			1	1		1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	30	50				100
CAT2	10	20	20	10	20	20	100
CAT3	5	15	25	20	20	15	100
ESE	15	15	20	20	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBL11 - CONTEMPORARY MANAGEMENT PRACTICES - SEMINAR

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	1	PC	0	0	4	2

Preamble	The seminar course is aimed at making the students aware of what is happening in the business world and also in the society relating to socio, political, economic and cultural issues.
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List of Exercises / Experiments :

<p>Each student should take a general topic relating to social, economic, political or cultural issues and make a presentation. Interaction can take place in the class. They should also study an industry sector and make a presentation. Suggestive topics are given below:</p>	<ol style="list-style-type: none"> 42. Foreign direct investments 43. Subprime markets 44. Business innovation 45. Social entrepreneurship 46. Co-branding 47. Agile retailers 48. Corporate ethics 49. ISO 50. Total quality management 51. Ishikawa diagram 52. Just in time (JIT) 53. Value chain analysis 54. E-governance 55. Data-mining 56. Kaizen 57. Six sigma 58. Knowledge management 59. E-Business 60. E-Waste Management 61. Energy Management System (EMS) 62. Health Insurance 63. Life Insurance 64. General insurance 65. Joint Ownership 66. Goal Setting 67. Indian television – impact on culture, economy 68. Brain drain 69. Social security in India 70. Gender discrimination 71. Dowry system 72. Communalism 73. Ageing population 74. Poverty and unemployment 75. Child abuse 76. Nuclear family system 77. Women harassment 78. Sharing of water resources 79. Global warming 80. Pollution 81. Panjayat raj 82. Corruption 83. Public health 84. Education and public schools 85. Any other emerging issue
<p>1. Industry Sector</p> <ol style="list-style-type: none"> 1. Agriculture and allied industries 2. Automobiles 3. Auto components 4. Aviation 5. Banking 6. Cement 7. Consumer durables 8. e-commerce 9. Education and training 10. Engineering and capital goods 11. Financial services 12. FMCG 13. Gems and jewellery 14. Healthcare 15. Infrastructure 16. Insurance 17. IT & ITES 18. Manufacturing 19. Media and entertainment 20. Metals and mining 21. Oil and gas 22. Pharmaceuticals 23. Ports 24. Power 25. Railways 26. Real estate 27. Renewable energy 28. Retail 29. Roads 30. Science and technology 31. Services 32. Steel 33. Telecommunications 34. Textiles 35. Tourism and hospitality 	
<p>2. Some suggestive general topics (not an exhaustive list)</p> <ol style="list-style-type: none"> 36. Make in India 37. Swatch Bharat 38. Public-private partnership for infrastructural growth 39. Funding of leveraged take-over overseas by Indians 40. Relationship selling/building 41. Market liquidity 	

Total:60

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	exhibit knowledge on major industry sectors and firms	Analysing (K4) Manipulation (S2)
CO2	appreciate the existing social political and economic issues which would develop self-confidence and induce further learning	Understanding (K2) Manipulation (S2)
CO3	explain the activities of a business entity	Understanding (K2) Manipulation (S2)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			3		
CO2	3			3		
CO3	3			3		
1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom’s Taxonomy						

18MBT21 - MACRO ECONOMICS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	2	PC	3	0	0	3

Preamble	The aim of the course is to create fundamental knowledge on macro economics by introducing concepts like National Income, Fiscal and Monetary Policy, Money Supply etc. This course also familiarizes the students about Indian Financial System and Foreign Investments in India.						
Unit - I	Macroeconomic Concepts:						9
Macroeconomic Concepts: Macroeconomics – Meaning, definition and significance; Macro variables - Aggregate Demand and Supply; Classical vs. Keynesian Model; Unemployment; Circular flow of Income; National Income – Various Measures and Methods of Measurement, Difficulties in measurement - Cases in National Income.							
Unit - II	Fiscal and Monetary Policy:						9
Fiscal and Monetary Policy: Fiscal policy – Public Expenditure and Public Revenue, Taxation Principles; Monetary Policy – Measures; Balance of Payment – Components – Significance of BOP statistics, Capital Account Convertibility, International Trade - Cases in Balance of Payment.							
Unit - III	Money Supply and Inflation:						9
Money Supply and Inflation: Demand and Supply of Money; Inflation – Types – Causes – Measurements – Effects and Remedial measures; Price Indices; Philips curve; Business cycle – Causes – Effects and Controlling; Government Budget and Debt - Cases in Inflation.							
Unit - IV	Financial Market:						9
Financial Market: Indian Financial System – Structure and Classification; Money Market - Instruments; Capital Market – Primary and secondary market, Stock Exchanges; Foreign Exchange market; Overview of Banking and NBFCs in India; All India Financial Institutions; Derivatives market - Cases in Banking.							
Unit - V	Foreign Investments:						9
Foreign Investments: Foreign Direct Investment – Meaning, Theories, Types, Costs and Benefits; Foreign Portfolio Investment – Foreign Institutional Investments, Participatory notes, Foreign Venture capital funds, External Commercial Borrowings; Growth and trends of Foreign investments in India - Cases in Foreign Direct Investment.							

Total:45**TEXT BOOK:**

1.	Ahuja H L, "Macroeconomics – Theory and Policy", 20th Edition, S.Chand & Company, New Delhi, 2016.
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REFERENCES:

1.	Geetika Piyali Ghosh and Purba Roy Choudhury, "Managerial Economics", 3rd Edition, McGraw Hill Education, New Delhi, 2018.
2.	Dwivedi D N, "Macroeconomics: Theory and Practice", 4th Edition, McGraw Hill Education, New Delhi, 2017.
3.	Jeff Madura, "Financial Markets and Institutions", 12th Edition, Cengage Learning, New Delhi, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the concept and components of national income accounts.	Understanding (K2)
CO2	demonstrate an understanding of monetary and fiscal policy decisions and; analyze how these decisions may be used to promote employment price stability and economic growth.	Applying (K3)
CO3	analyze the causes and effects of inflation and unemployment.	Analyzing (K4)
CO4	exhibit knowledge in financial markets, institutions and instruments	Understanding (K2)
CO5	comprehend and evaluate the impact of different forms of foreign investments in the country	Evaluating (K5)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	2	3				
CO3	1	3				
CO4	3	1				
CO5	2				2	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	40	40				100
CAT2	15	30	25	30			100
CAT3	10	20	20	25	25		100
ESE	10	25	25	25	15		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBC21 - MARKETING MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	2	PC	3	0	2	4

Preamble	The course helps the students to learn how marketing create value for customers. The course give through understanding of buying behavior, major elements of marketing mix and strategies within different market frame works.
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Unit - I	Marketing Management: Concepts and Insights:	9
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Marketing Management: Concepts and Insights: Concepts - Orientations towards the Marketplace – Adapting Marketing to the New Economy and New Trends in Marketing – E-Marketing - Analysing Marketing Environment – Micro and Marco Environment - Marketing Process – Value Delivery – Marketing Information System – Cases in Marketing Environment and Marketing Process.

Unit - II	Understanding Consumers and Market Segments:	9
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Understanding Consumers and Market Segments: Consumer Market - Consumer Behaviour – Consumer Buying Decision Process – Business Markets and Business Buying Behaviour – Market Segmentation – Segmenting Consumer and Business Markets - Target Marketing - Positioning – Differentiation Tools of Positioning – Cases in Buying Behavior and STP.

Unit - III	Product Decisions:	9
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Product Decisions: Concepts and Classification of Products – Product Vs Services - New Product Development – Product Life Cycle – Major Product Decisions - Product Mix Decisions - Branding Decisions – Brand Equity – Brand Repositioning - Packaging and Labeling – Cases in PLC, New Product Development and Branding Decision.

Unit - IV	Pricing and Distribution:	9
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Pricing and Distribution: Pricing Methods – Pricing Policies and Strategies - Marketing Channels – Nature and Functions – Channel Levels – Channel Management Decisions – Channel Dynamics - Intermediaries – Retailers and Wholesaler – Cases in Pricing and Channel Management.

Unit - V	Managing Integrated Marketing Communications:	9
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Managing Integrated Marketing Communications: Communication Mix – Promotion Tools - Advertising, Personal Selling - Sales Promotion Tools and Techniques – Direct Marketing - Publicity and Public relations — Implementing Marketing in Organisations – Marketing Ethics – Cases in Marketing Communications and Ethics.

List of Exercises / Experiments :

1.	Conduct a macro environmental analysis for any selected organization of your choice.
2.	Prepare a value analysis framework for a chosen organization.
3.	Conduct a field Study for understanding and measuring consumer's purchase behavior.
4.	Craft and Present STP of a company/brand/product.
5.	Prepare a strategic plan of activities to launch a new product.
6.	Prepare Product Mix strategies for a selected Product Portfolio.
7.	Compare the pricing strategies adopted by two companies and summarise the findings.
8.	Prepare a report on marketing supply chain system for the selected organization.
9.	Design a promotion strategy for the selected organization.
10.	Create any form of advertisement for the selected organization/ product.

Lecture:45, Practical:30, Total:75

TEXT BOOK:

1.	Philip Kotler and Gary Armstrong, "Principles of Marketing", 15th Edition, Pearson Education, New Delhi, 2015.
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REFERENCES:

1.	Ramasamy and Namakumari, "Marketing Management – Indian Context – Global Perspective", 6th
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	Edition, Sage Publication, New Delhi, 2018.
2.	Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri and Ehsan ul Haque, "Principles of Marketing: A South Asian Perspective", 13th Edition, Pearson Education, New Delhi, 2010.
3.	Paul Baines, Chris Fill and Kelly Page, "Essentials of Marketing", 1st Edition, Oxford University Press, Noida, 2013.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	gain knowledge on marketing concepts and functions and thereby explore the marketing process and environment.	Understanding (K2)
CO2	exhibit decision making, problem solving and analyzing skills in all aspects of marketing components.	Applying (K3)
CO3	Identify marketing related problems and opportunities with social responsiveness and imake ethical standards in marketing decisions.	Remembering (K1)
CO4	understand the competitive nature of current markets and the importance of customers for an organization	Understanding (K2)
CO5	learn how that successful organizations are ones which are creative in communicating and delivering value	Understanding (K2)
CO6	break down organisation's marketing strategy, and communicate findings in an appropriate format.	Applying (K3), Manipulation (S2)
CO7	understand the market and plan activities for the selected marketing concepts.	Understanding (K2), Precision (S3)
CO8	create/Design an Integrated Marketing Communication plan for marketing promotions.	Creating (K6), Articulation (S4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1					
CO2		2				
CO3		1				1
CO4	1					
CO5				1		
CO6	1					
CO7		1				
CO8		1				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	25	35	40				100
CAT2	20	40	40				100
CAT3	5	10	25	25	20	15	100
ESE	10	20	20	20	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBC22 - FINANCIAL MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	2	PC	3	0	2	4

Preamble	To acquaint students with issues involved in management of finance in a firm and also equip them with analytical tools and techniques that are used for making sound financial decisions and policies.
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Unit - I	Introduction to Financial Management:	9
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Introduction to Financial Management: Scope, Functions, Goals, Risk Return trade off, Role of Finance Manager , Agency Problem, Time Value of Money - Present Value and Future Value: Single Cash Flow, Annuity, Annuity Due, Perpetuity.

Unit - II	Investment Decision:	9
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Investment Decision: Principles and Nature of Capital Budgeting - Evaluation Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF Techniques – Case Studies on Investment Decision.

Unit - III	Finance Decision:	9
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Finance Decision: Long Term Sources of Finance-Concept of Cost of Capital, Measurement of Specific Costs and Overall Cost of Capital. Financial and Operating Leverage, Indifference Point – EBIT- EPS Relationship, Factors Determining Capital Structure Decision – Case Study on Cost of Capital.

Unit - IV	Dividend Decision:	9
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Dividend Decision: Forms of Dividend, Dividend Theory: Relevance Theory and Irrelevance Theory: Walter's Model, Gordon's Model, MM Hypothesis, Dividend Policy, Determinants of Dividend Policy – Case Study on Dividend Policy.

Unit - V	Liquidity Decision:	9
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Liquidity Decision: Principles of Working Capital - Concepts and Need – Approaches to Current Asset Financing - Operating Cycle Calculations, Determinants of Working Capital – Case Study on Liquidity Decision.

List of Exercises / Experiments :

Using Spread Sheet	
1.	Future value of Single cash flow and annuity
2.	Present Value of single cash flow and annuity
3.	Multi period compounding.
4.	Present value and future value of Annuity due
5.	Perpetuity
6.	Effective Interest rate and nominal interest rate
7.	Investment Evaluation techniques - Net Present Value & Internal Rate of Return.
8.	Cost of equity using CAPM.
9.	Weighted average cost of capital
10.	EBIT - EPS analysis

Lecture:45, Practical:30, Total:75

TEXT BOOK:

1. Pandey I.M, "Financial Management", 11th Edition, Vikas Publishing House, New Delhi, 2016.

REFERENCES:

1. Khan M.Y and Jain P.K, "Financial Management: Text, Problems and Cases", 7th Edition, McGraw

	Hill Education, New Delhi, 2017.
2.	Chandra Prasanna, "Financial Management: Theory and Practice", 9th Edition, McGraw Hill Education, New Delhi, 2015.
3.	Brealey, Myers and Allen, "Principles of Corporate Finance", 11th Edition, McGraw Hill Education, New Delhi, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the functions and risk return trade off involved in financial management.	Evaluating (K5)
CO2	evaluate investment decisions using investment appraisal techniques.	Evaluating (K5)
CO3	analyze the impact of cost of capital and capital structure decisions.	Evaluating (K5)
CO4	understand how dividend policy can influence the share prices.	Analyzing (K4)
CO5	determine the working capital need of a firm.	Analyzing (K4)
CO6	apply spread sheet for calculating present value and future value of the cash flow	Applying (K3), Manipulation (S2)
CO7	apply spread sheet for calculating nominal interest rate and effective interest rate	Applying (K3), Manipulation (S2)
CO8	apply spread sheet for EBIT – EPS analysis	Applying (K3), Manipulation (S2)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3	3				
CO3	3	3				
CO4	3	3				
CO5	3	3				
CO6	1	3				
CO7	1	3				
CO8	1	3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	15	25	25	25		100
CAT2	10	20	30	25	15		100
CAT3	20	40	40				100
ESE	15	15	20	25	25		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBT22 - HUMAN RESOURCES MANAGEMENT

Programme & Branch	MBA	Sem.	2	Category	PC	L	3	T	0	P	0	Credit	3
Prerequisites	Nil												

Preamble	The course provides an understanding to the students regarding the role and importance of human function in an organization. It highlights the various activities of HR that can be effectively managed to the efficient utilization of available workforce.
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Unit - I	Introduction to HRM:	9
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Introduction to HRM: Nature and Scope of Human Resource Management - Objectives and Functions of HRM, Models of HRM, HRM in a Changing Environment, Role of Globalization in Human Resource Management.

Unit - II	Recruitment & Selection:	9
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Recruitment & Selection: Human Resource Planning - Job analysis – Job description – Job specification – Recruitment – Selection – Process, Methods, use of tests in selection – Induction - Placement

Unit - III	Training & Development:	9
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Training & Development: Need for Training, Objectives, Approach, Training methods, Management development: Scope, Objectives, and Methods.

Unit - IV	Performance Evaluation:	9
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Performance Evaluation: Performance Appraisal - Process, Methods, factors that distort appraisal, methods to improve performance, Performance management process, Potential Appraisal. Morale-importance of morale - employee attitudes, behavior, their impact on employee productivity. Employee Motivation methods - Empowerment –Process – Benefits.

Unit - V	Health & Safety:	9
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Health & Safety: Work environment - terms and conditions of employment – fatigue – safety – accident prevention, accident records – Industrial Relations - HR outsourcing – HRIS – Management of Turnover and retention – workforce rationalization – managing separation – Employee Retention.

Total:45

TEXT BOOK:

1.	Rao V. S. P, "Human Resource Management: Text and Cases", 3rd Edition, Excel Books, New Delhi, 2011.
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REFERENCES:

1.	Aswathappa K, "Human Resource Management Text and Cases", 8th Edition, McGraw Hill Education, New Delhi, 2017.
2.	De Cenzo, D.A and Robbins S.P, "Human Resource Management", 12th Edition, John Wiley, New York, 2016.
3.	Gary Desseler and Biju Varkkey, "Human Resource Management", 15th Edition, Pearson Education, New Delhi, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	demonstrate the knowledge and skills needed to effectively manage human resources in the global environment	Applying (K3)
CO2	understand how to strategically plan for the human resources needed to meet organizational goals and objectives	Analyzing (K4)
CO3	evaluate methods to enhance skills and professional knowledge	Evaluating (K5)
CO4	evaluate jobs on the dimensions represented by compensable factors	Evaluating (K5)
CO5	manage the needs of Human Resources in an organization	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			1		
CO2		3				
CO3		3				
CO4						1
CO5					2	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	20	30	30			100
CAT2	10	25	25	30	10		100
CAT3	5	25	25	25	20		100
ESE	10	15	25	25	25		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBC23 - OPERATIONS MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	2	PC	3	0	2	4

Preamble	The course provides the foundation for the operations function of a manufacturing or service organization. It highlights how the various components of operations function can be managed to improve the operational efficiency and effectiveness. Some Japanese management concepts relevant for managing operations are also introduced in the course.
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Unit - I	Operations Management and Product Design:	9
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Operations Management: Meaning, production versus service operations, Production as a system, Scope, Evolution, Operations Decision making, Productivity. Product and Service Design: Reasons Idea Generation, Legal and Ethical Considerations, Human Factors, Cultural Factors, Environmental Factors, Other Design Considerations: Phases in Product Design and Service Design, Service Blueprinting - Case Study on Design considerations.

Unit - II	Forecasting System and Facility Location:	9
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Forecasting System: Qualitative and Quantitative Methods, Time series forecasting and Associative forecasting methods. Facility Location: Factors Affecting Plant Location, - Location Evaluation Methods. Process Selection: job shop, batch, Repetitive and continuous process, layout design: layout types, designing product layout, Line Balancing - Case Study on Demand forecasting.

Unit - III	Aggregate Planning and Material Requirement Planning:	9
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Aggregate Planning: Demand and Supply Options, Basic Strategies for Meeting Uneven Demand, Techniques for Aggregate Planning, Master Scheduling, Master Scheduling Process. Material Requirement Planning: MRP- Inputs, processing, outputs, MRP II, Capacity Requirements Planning, ERP - Case Study on MRP.

Unit - IV	Inventory Management and Sequencing:	9
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Inventory Management: Meaning, Types, Economic Order Quantity, P System and Q System, ABC Analysis. Scheduling: Meaning - Gantt chart and Load chart. Sequencing: Priority rules, sequencing jobs through two work centers, Johnson’s rule, sequencing jobs when setup times are sequence-dependent, Theory of Constraints, Scheduling Services - Case Study on Inventory planning.

Unit - V	Contemporary Operations Management Techniques:	9
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Contemporary Operations Management Techniques: Introduction to Just in Time (JIT) and Lean Operation, Toyota Production System (TPS), MUDA, 5 S, Kaizen, SMED, Poka-Yoke, Total Productive Maintenance (TPM), Total Quality Management (TQM), Seven Quality Tools, Quality Management System, Six Sigma, Industry 4.0. Project Management: Project life cycle, key decisions in project management, work breakdown structure, PERT and CPM – Critical Path.

List of Exercises / Experiments :

Students are required to study one Manufacturing and one Service company and classify them based on types of production system and to illustrate their facility layout with neat sketch. Also discuss their operations function and submit a report. Students will solve operational problems/ caselets using spreadsheets and software packages on the following topics.

- | | |
|----|--|
| 1. | Demand forecasting for Capacity planning |
| 2. | Facility Location evaluation |
| 3. | Layout planning |
| 4. | Assembly line balancing |
| 5. | Aggregate planning |
| 6. | Material Requirement Planning |
| 7. | Inventory management |
| 8. | Sequencing |
| 9. | Project management |

TEXT BOOK:

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| 1. Stevenson W.J, "Operations Management", 12th Edition, McGraw Hill Education, New Delhi, 2018. |
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REFERENCES:

- | |
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| 1. Kanishka Bedi, "Production and Operations Management", 3rd Edition, Oxford, Noida, 2013. |
| 2. Gaither and Frazier, "Operations Management", 9th Edition, Cengage Learning, New Delhi, 2015. |
| 3. Panneerselvam R, "Production and Operations Management", 3rd Edition, PHI Learning, New Delhi, 2012. |

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	describe the concepts in operation management and product design with examples	Understanding (K2)
CO2	adopt various techniques in the strategic operations planning decisions	Applying (K3)
CO3	suggest and use intermediate operations planning strategies and techniques	Applying (K3)
CO4	identify the issues relating to efficient day-to-day operations and suggest suitable solutions	Applying (K3)
CO5	analyze the operations of a business entity select suitable modern operations management techniques for improving productivity and quality	Analyzing (K4)
CO6	identify and explain the activities of operations function of a product / service organization	Understanding (K2), Manipulation (S2)
CO7	apply spreadsheets for strategic operations planning decisions	Applying (K3), Precision (S3)
CO8	apply spreadsheets / software for intermediate operations planning decisions	Applying (K3), Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3	3				
CO3	3	3				
CO4	3	3				
CO5	3	3				
CO6	3	3				
CO7	3	3				
CO8	3	3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	30	50				100
CAT2	20	30	30	20			100
CAT3	25	40	35				100
ESE	20	30	30	20			100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBC24 - BUSINESS RESEARCH METHODS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	2	PC	3	0	2	4

Preamble	The aim of the course is to create fundamental knowledge on research methods by introducing concepts like research problem, research design, data collection methods, sampling methods etc. This course also familiarizes the students about research report preparation.
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Unit - I	Introduction to Research:	9
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Introduction to Research: Types of Research-Exploratory Research, Conclusive Research-The Process of Research-Features of a Good Research Study-Formulation of the Research Problem - Problem Identification Process.

Unit - II	Research Design:	9
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Research Design: Nature of Research Design – Classification of Research Design – Exploratory Research Design – Conclusive Research Design – Descriptive Research – Cross-Sectional Design, Longitudinal Design – Casual Research – Experimental Research Design – Concepts Used in Experiments – A Classification of Experimental Design – Case Study on Research Design.

Unit - III	Data Collection:	9
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Data Collection: Data – Primary Data Collection Methods – Research Application of Secondary Data – Classification of Qualitative Methods of Data Collection - Distinguishing Qualitative from Quantitative Data Methods – Types of Measurement Scale – Case Study on Questionnaire Design Procedure.

Unit - IV	Sampling Design:	9
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Sampling Design: The Sampling Design Process – Sample vs Census – Sampling vs Non-Sampling Error – Sampling Techniques – Probability Sampling – Non Probability Sampling. Choosing Non Probability Versus Probability Sampling – Online Sampling Techniques. Introduction to univariate and multivariate data analysis -Introduction to Parametric and Non-parametric test for data analysis – Case Study on Data Analysis.

Unit - V	Data Preparation and Report writing:	9
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Data Preparation Process: Data Editing – Field Editing, Centralized – in-house Editing, Allocating Missing Value, Coding – Classification and Tabulation of Data – Statistical Software used - Data Processing - Report Writing and Presentation of Results – Types of Research Reports – Report Structure – Ethics in Research.

List of Exercises / Experiments :

1.	Formulate the research problem for a given management situation
2.	Literature review from journal articles
3.	Draft research designs on exploratory and descriptive research for the given situation.
4.	Design a questionnaire for primary data collection
5.	Selection of suitable sampling method for the given research problem
6.	Primary data collection from the selected sample
7.	Data preparation and data analysis in SPSS.
8.	Prepare a report for the above research topic

Lecture:45, Practical:30, Total:75**TEXT BOOK:**

1.	Deepak Chawla and Neena Sondhi, "Research Methodology Concepts and Cases", 2nd Edition,
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Vikas Publishing House, New Delhi, 2015.

REFERENCES:

1. Ranjith Kumar, "Research Methodology A Step by Step Guide for Beginners", 4th Edition, Sage Publication, New Delhi, 2014.
2. Kothari C.R and Gaurav Garg, "Research Methodology, Methods and Techniques", 4th Edition, New Age International Publishers, Bangalore, 2018.
3. Naval Bajpai, "Business Research Methods", 4th Edition, Pearson Education, New Delhi, 2013.

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	comprehend research process and formulate research problem	Understanding (K2)
CO2	apply the basic research design: exploratory research design, descriptive research design and causal research design in business decision	Applying (K3)
CO3	identify the criteria for evaluating data collection methods, compare the different methods and evaluate which is best suited for a particular research project	Evaluating (K5)
CO4	identify the conditions that favour the use of non-probability sampling vs probability sampling	Applying (K3)
CO5	understand the process of report writing in business research	Understanding (K2)
CO6	formulate research design plan for a given business situation	Applying (K3), Manipulation (S2)
CO7	construct a suitable data collection instrument for business research	Creating (K6), Precision (S3)
CO8	apply data analysis software for data preparation	Applying (K3), Precision (S3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3				
CO2	1	3				
CO3	1	3				
CO4		3			1	
CO5		1			1	
CO6		3				
CO7		3			1	
CO8		3			1	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	15	10	25	30	20		100
CAT2	15	20	40	25			100
CAT3	5	25	20	15	15	20	100
ESE	10	20	20	20	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBT23 - INDIAN ETHOS ETHICS AND CSR

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	2	PC	2	0	0	2

Preamble	This course presents a thorough and systematic coverage Indian ethos, ethics, values and corporate social responsibility. This course helps in aligning Indian ethos to modern management and capability to ensure ethical practices and competent to take ethical business decisions.
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Unit - I	Indian Ethos:	10
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Indian Ethos: Ancient Indian ethos relevant to Management - Management concepts from Thirukkural, Mahabharata, Arthashastra - Ethics v/s Ethos - Work Ethos and Values for Indian Managers, Transcultural Human Values, Secular Vs Spiritual Values, Value System in Work Culture – Case Studies in Work Ethos.

Unit - II	Ethics and Karma:	10
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Ethics: Understanding the need for ethics, Ethical values, ethical codes, Ethical Principles in Business; Kohlberg's six stages of Moral Development, Managing Ethical Dilemma; resolution process- ethical reasoning and decision making- Ethical Culture in Organization: Developing codes of Ethics and conduct – Karma: Importance of Karma to Managers, Laws of Karma – Creation - Humility – Growth – Responsibility – Connection – Nishkama Karma – Case Studies in Ethical Values.

Unit - III	Corporate Social Responsibility:	10
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Corporate Social Responsibility: Objectives- Evolution- Need for CSR-Corporate citizenship-CSR practices-Strategies for CSR-Challenges and implementation-Evolution of corporate governance-Governance regulations and practices - Role of monitoring agencies in governance: capital market, ministry of commerce, Company law board - innovative practices - Case studies.

Total:30

TEXT BOOK:

1.	Tushar Agarwal and Nidhi Chandorka R, "Indian Ethos in Management", 1st Edition, Himalaya Publishing House, Mumbai, 2017.
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REFERENCES:

1.	Biswanth Ghosh, "Ethics in Management and Indian Ethos", 2nd Edition, Vikas Publishing House, New Delhi, 2007.
2.	Murthy, C.S.V, "Business Ethics", Himalaya Publishing House, Mumbai, 2014.
3.	Velasquez, "Business Ethics - Concepts and Cases", 7th Edition, PHI Learning, New Delhi, 2009.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	aligning Indian ethos, values and management thoughts to modern management	Understanding (K2)
CO2	capability to take ethical business decisions in light of ethical practices and karma	Applying (K3)
CO3	develop an attitude to ensure social obligations	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1			1			3
CO2			1			2
CO3			1			2

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom’s Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom’s Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	50	50					100
CAT2	25	35	40				100
CAT3	20	40	40				100
ESE	20	35	45				100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBL21 - BUSINESS COMMUNICATION (ORAL)

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	2	PC	0	0	4	2

Preamble	This course is designed to help students to develop and apply business communication skills to enable them for delivering confident oral communication in their future profession.
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List of Exercises / Experiments :

1.	Self Introduction
2.	Presenting critical reviews on Article/ Book / Movie / Event / News items etc
3.	Public Speech (welcome address, inaugural address, presidential address etc)
4.	Conducting Meetings
5.	Mock Interviews
6.	Product Presentation
7.	Situation Analysis
8.	Role play
9.	Group discussion
10.	Debate/one-to-one conversation

Total:60
REFERENCES/MANUAL/SOFTWARE:

1.	Pushp Lata and Sanjay Kumar, "Communicate or Collapse: Handbook of Effective Public Speaking, Group Discussions and Interview", PHI Learning, New Delhi, 2007.
2.	Friederike Klippel, "Keep Talking: Communicative Fluency Activities for Language Reaching", Cambridge University Press, New Delhi, 2010.
3.	http://esl.about.com/

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	describe objects/situations/people in formal settings	Applying (K3), Imitation (S1)
CO2	participate effectively in individual/group role play and business situations	Analyzing (K4), Manipulation (S2)
CO3	perform group activities, take initiatives and use both verbal and non-verbal communication	Creating (K6), Precision (S3)
CO4	exhibit paralinguistic features, confidence and drive	Applying (K3), Articulation (S4)
CO5	perform as a team player and also emerge as a leader in a group	Creating (K6), Articulation (S4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1				3		
CO2				3		
CO3			3			
CO4			3			

Mapping of COs with POs						
CO5			3			
1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy						

18MBL22 - COMPUTER AND IT SKILLS FOR MANAGERS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	2	PC	0	0	4	2

Preamble	This course is designed to develop the computer and IT skills of students in the areas of Decision support system, office communication and productivity improvement tools.
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List of Exercises / Experiments :

1.	Mail Merging using Excel.
2.	Working with Google Drive and Google Forms.
3.	Decision Support System using Excel Pivot Tables and Pivot Chart.
4.	Decision Support System using Excel Scenario Manager.
5.	Decision Support System using Excel Solver, V-Lookup, etc.
6.	Database Creation using Access.
7.	Integration cases using Access and Excel.
8.	Creating Blogs and Web Pages.
9.	Using Wiki Software for Collaborative Editing.
10.	Use of Online Meeting Software.
11.	Social Media Analysis.

Total:60
REFERENCES/MANUAL/SOFTWARE:

1.	William J. Stevenson and Ceyhun Ozgur, "Introduction to Management Science with Spread Sheets", Indian Edition, McGraw Hill Education, New Delhi, 2017.
2.	Ann Shaffer, "Microsoft Office 2007", 1st Edition, Cengage Learning, New Delhi, 2008.
3.	Ellan F. Monk, Joseph A. Brady and Gerard S. Cook, "Problem - Solving Cases in Microsoft Access and Excel", 9th Edition, Cengage Learning, New Delhi, 2012.

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	use office productivity tools for sending mails simultaneously to many customers	Applying (K3), Manipulation (S2)
CO2	use Google form to collect information and work with drives	Applying (K3), Manipulation (S2)
CO3	develop simple databases and Decision support systems using Excel and Access	Creating (K6), Precision (S3)
CO4	develop simple blogs and WebPages	Creating (K6), Precision (S3)
CO5	use wiki software for collaborative work, online meeting software and social media	Applying (K3), Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1				3		
CO2		3				

Mapping of COs with POs						
CO3		3				
CO4				3		
CO5				3		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

18MBC31 - ENTREPRENEURSHIP AND INNOVATION

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PC	2	0	2	3

Preamble	Entrepreneurship and Innovation would help students to learn skills that will prepare them from initial development of a business plan, to finance a start-up and managing a growing business as well as shape factors such as innovative ideas, identifying market opportunity, understanding strengths and weaknesses and risk taking behaviour more professionally as an aspiring entrepreneur.						
Unit - I	Entrepreneur:						6
Entrepreneur: Meaning, Nature, Types, Traits, Functions. Intrapreneur, an Emerging Class, Entrepreneurship - Role in Economic Development. case study							
Unit - II	Business Plan:						6
Business Plan: Concept and Models of Innovation. Need for a Business Plan - Steps in the Preparation of Business Plan, Causes for Failure of Small Business – Factors for Success of Small Business. Case study							
Unit - III	Supporting Institutions:						6
Supporting Institutions: Central level and state level institutions -Role of SIDBI, NABARD, IDBI, SIDCO, Commercial Bank, Indian Institute of Entrepreneurship.							
Unit - IV	Government Agencies and Venture Capital:						6
Government Agencies: District Industries Centre- Single Window- Latest Industrial Policy of Government of India. Venture Capital: Nature and Overview, Process.							
Unit - V	Rural Entrepreneurship:						6
Rural Entrepreneurship: Need, Problems, Challenges and Opportunities. Women entrepreneurs in India. case study							

List of Exercises / Experiments :

1.	Prepare a business plan to establish an enterprise for manufacturing products or services.
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Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Raj Shankar, "Entrepreneurship - Theory and Practice", 1st Edition, Vijay Nicole Imprint, Chennai, 2014.
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REFERENCES:

1.	Byers T. H, Dorf R. C and Nelson A, "Technology Ventures: From Idea to Enterprise", 3rd Edition, McGraw Hill Education, New Delhi, 2013.
2.	Prasad, Rohit, "Start-up sutra: what the angels won't tell you about business and life", Kindle Edition, Hachette India, Gurugram, 2013.
3.	Vasant Desai, "The Dynamics of Entrepreneurial Development and Management", 1st Edition, Himalaya Publishing House, Mumbai, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	articulate and apply the concepts and practices of entrepreneurship and innovation to corporate, nonprofit, and small business organization	Applying (K3), Precision (S3)
CO2	generate and appraise ideas for new ventures	Evaluating (K5)
CO3	analyze institutional support available to entrepreneurs for starting new ventures	Analyzing (K4)
CO4	judge the opportunities and understand recent developments in entrepreneurship	Evaluating (K5)
CO5	distinguish the common characteristics of successful rural and women entrepreneurs	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2					3
CO2		2	2			
CO3				2		
CO4					2	
CO5					2	2

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	10	20	30	30		100
CAT2	10	15	25	35	15		100
CAT3	10	15	25	35	15		100
ESE	15	10	25	30	20		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBL31 - PROFESSIONAL SKILL DEVELOPMENT LABORATORY

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PC	0	0	4	2

Preamble	Through exercises students will practice developing professional soft skills to enable them to work as smart managers and to meet challenges in their work situations.
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List of Exercises / Experiments :

1.	Decision Making: A Demanding Situation in Different Managerial Functional aspects is assigned to Groups to arrive at Decisions using Decision Making Tools and Methods.
2.	Conflict Resolution: To be Practiced through Role Plays.
3.	Negotiations Skill Development: Exercises are given in Marketing, HRM, Finance and Production areas for Making Negotiations using Role Plays.
4.	Strategy Development: Groups will Discuss and workout Strategies for given Business Organizations.
5.	Lateral Thinking: Groups will be given Situations Requiring Lateral Thinking. Will Practice Lateral Thinking using Tools.
6.	Prioritizing Skills: Different set of Managerial Activities are given to Groups and they will Practice Prioritizing Skill.
7.	Leadership Development: Goals and Objectives in Different Managerial areas are assigned to Individual Students they should Develop a Leadership Blue Print.
8.	Disruptive Thinking: Activity Based Exercise to Generate Several Disruptive Ideas.

Total:60
REFERENCES/MANUAL/SOFTWARE:

1.	Gopalakrishnan R, "What the CEO Really Wants From You – The 4 A's for Managerial Success", 1st Edition, Harper Collins Publishers , Noida, 2012.
2.	Robert Mayer, "How to Win Any Argument", 2nd Edition, Jaico Publishing House, Mumbai, 2011.
3.	David Olive, "How to Negotiate Effectively", 3rd Edition, Kogan Page, UK, 2011.

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	use proper decision making tools for managerial decisions	Applying (K3), Manipulation (S2)
CO2	make effective negotiations	Analyzing (K4), Precision (S3)
CO3	develop and communicate innovative strategies	Creating (K6), Precision (S3)
CO4	convert groups into teams	Applying (K3), Precision (S3)
CO5	develop innovative thinking and leadership qualities	Applying (K3), Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3				
CO2		3				
CO3		3	3	3		
CO4			3			
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

18MBL32 - BUSINESS ANALYTICS LABORATORY

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBC11	3	PC	0	0	4	2

Preamble	The course aims at making the students to blend their statistical, technical and business knowledge to solve real life business problems.
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List of Exercises / Experiments :

Real life cases will be taken during the sessions and analyzed using analytics techniques. Hands-on practical sessions will be conducted on the following techniques.

1.	ANOVA – One Way, Two Way
2.	Multiple regression
3.	Logistic regression
4.	Discriminant Analysis
5.	Cluster Analysis
6.	Factor analysis
7.	Conjoint analysis

Total:60

REFERENCES/MANUAL/SOFTWARE:

1.	Dinesh Kumar U, "Business Analytics", John Wiley, New Delhi, 2017.
2.	Alright, Wayne Winston, "Business Analytics", Cengage Learning, New Delhi, 2014.
3.	Prasad. R.N, Seema Acharya, "Fundamentals of Business Analytics", John Wiley, New Delhi, 2011.

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	formulate hypothesis relating two variables and analyse the relationship using ANOVA	Analyzing (K4) Precision (S3)
CO2	develop and use regression analysis as a tool for prediction	Creating (K6) Precision (S3)
CO3	group statements on the basis of characteristics using Discriminant and Cluster analysis	Analyzing (K4) Precision (S3)
CO4	apply factor analysis for various managerial decisions and evaluate the decisions	Evaluating (K5), Precision (S3)
CO5	use conjoint analysis for new product decisions such as product features	Analyzing (K4), Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3				
CO2		3				
CO3		3				
CO4		3				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

18MBP31 - PROJECT WORK – PHASE I

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PR	0	0	8	4

Preamble	Project Work provides a learning experience in which students have the opportunity to synthesis knowledge from various areas of learning in business administration, and apply it critically and creatively to real-life situations. Students are able to learn on their own by practice, reflect on their learning and improve upon it. They are also able to provide solution to business problem by adopting a structured methodology.
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List of Activities:

1.	Topic Selection
2.	Review of Literature
3.	Research Gap Identification
4.	Formulating Research Questions and Objective.
5.	Research Method - Instrument for Data Collection
6.	Pilot Study

Total:120
TEXT BOOK:

1.	Project Manual
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COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	discover potential research areas in the functional areas of management	Applying (K3), Manipulation (S2)
CO2	demonstrate the knowledge of contemporary issues in their choosen field of research	Applying (K3), Precision (S3)
CO3	formulate and propose a plan for creating a solution for the research plan identified	Creating (K6), Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	2	2		3		
CO3	2		2			

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

18MBP32 - SOCIAL IMMERSION PROJECT / RURAL PROJECT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PR	0	0	4	2

Preamble	This Course makes student recognizes the increasingly diverse and interdependent world and this course will help students to be purposeful, collaborative and pursue safe, equitable, and thriving society through one’s self-knowledge, leadership, and advocacy.
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List of Activities:

1.	Identification of needs of the target group.
2.	In-depth study of the social issue identified.
3.	Preparation of plan of action to address the issue.
4.	Develop methods and materials for solution.
5.	Demonstrate effectively with the resources available to the target group.
6.	Report preparation and presentation about the activity carried out

Total:60

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	demonstrate an understanding social or rural issues and apply knowledge to create safe, healthy, equitable, and thriving communities.	Understanding (K2), Imitation (S1)
CO2	develop critical understanding of the concept of social sensitization	Applying (K3), Precision (S3)
CO3	develop competences for identifying, categorizing and analyzing cases of social sensitization innovation in our community	Applying (K3), Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3			
CO2				3		
CO3					3	
1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom’s Taxonomy						

18MBC41 - INTERNATIONAL BUSINESS MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	4	PC	2	0	2	3

Preamble	The purpose of this course is to impart knowledge about the international business environment, trading environment and world trade organizations. This course also familiarizes the student about foreign investments.
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Unit - I	Introduction to International Business:	6
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Introduction to International Business: Environment of International Business and its Significance - Drivers of International Business – International Business vs Domestic Business – Internalization Stages – Modes of Entry into International Business.

Unit - II	International Business Environment:	6
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International Business Environment – Social and Cultural Environment – Political and Legal Environment – Natural and Technological Environment – International Economic Environment – Comparison of the Business Cultures of Various Countries, Case Study on International Business Environment.

Unit - III	International Trading Environment:	6
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International Trading Environment: Trade Strategies, Benefits of Free Trade, Protection, Method of Protection, Trade Blocs, Regional Economic Cooperation and Integration between Countries – European Union – NAFTA, ASEAN, SAARC, SAPTA.

Unit - IV	World Trade Organisation:	6
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World Trade Organisation – Principles of WTO – GATT – TRIPS – TRIMS – Factors Favouring Globalization – Obstacles to Globalization – Globalization of World Economy – Globalization Strategies.

Unit - V	Foreign Investment:	6
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Foreign Investment: Types of Foreign Private Investment - India's Experience, Challenges, Factors affecting International Investment – Host Country Economic Determinants, Case Study on Foreign Direct Investment.

List of Exercises / Experiments :

1.	For a given country, identify Indian corporate market entry strategies
2.	Analyze the political, economic, social and legal environment of that country.
3.	FDI review on select industries.
4.	Literature review of academic journals on international trade.

Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Francis Cherunilam, "International Business", 5th Edition, PHI Learning, New Delhi, 2011.
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REFERENCES:

1.	Subba Rao. R, "International Business: Text and Cases", 4th Edition, Himalaya Publishing House, Mumbai, 2018.
2.	Agarwal O.P, "International Business", 4th Edition, Himalaya Publishing House, Mumbai, 2015.
3.	Francis Cherunilam, "The International Business Environment", 7th Edition, Himalaya Publishing House, Mumbai, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyze the market entry strategies of a company with respect to a given international market	Analyzing (K4) Manipulation (S2)
CO2	prepare a business environment analysis report for a given foreign market	Analyzing (K4) Manipulation (S2)
CO3	evaluate the existing trade protection measures at macro level	Analyzing (K4)
CO4	understand the functions of WTO and evaluate the impact of globalization on Indian business	Evaluating (K5)
CO5	analyze the drivers and restrainers of foreign direct investment	Analyzing (K4) Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	1				3	
CO3	2				3	
CO4	1				3	
CO5	1				3	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	15	50	15			100
CAT2		30	35	35			100
CAT3	10	20	20	20	30		100
ESE	10	20	20	20	30		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBC42 - SUSTAINABLE CORPORATE STRATEGIES

Programme & Branch	MBA	Sem.	4	Category	PC	L	2	T	0	P	2	Credit	3
Prerequisites	Nil												

Preamble	The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations. The Students will also learn about the principles of strategic management, organizational strategies and organization processes.
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Unit - I	Strategy, Strategic Analysis and Internal Environment:	6
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Strategy: Strategic Management Process, Values, Vision and Mission Statements, Types of Strategy, Sustainable Strategies for Corporate. Strategic Analysis: General Environment – Porter's Five Forces Framework, Value Net, Strategic Groups. Internal Environment: Value chain Analysis, SWOT Analysis, Resource Based View of Strategy – Competencies, Core Competencies, Distinctive Capabilities, Assessing Organization Performance, Cases on Strategic Analysis and Environment

Unit - II	Business Level Strategy:	6
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Business Level Strategy: Business Level Strategy – Cost Leadership, Differentiation and Focus Strategies, Industry Life Cycle, Cases on Business Level Strategy

Unit - III	Corporate Level Strategy:	6
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Corporate Level Strategy: Growth strategies, Related and Unrelated Diversification, Implementing Growth Strategies, Portfolio Analysis – BCG Matrix, GE – McKinsey Matrix, Cases on Corporate Level Strategy

Unit - IV	International Strategy and Globalization:	6
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International Strategy and Globalization: International Strategy, MNC Goals, Types, Entry Mode Strategies. Porter's Diamond of Competitive Advantage, The Challenge Globalization.

Unit - V	Strategy Implementation:	6
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Strategy Implementation: Organizational Structures, Organizational Processes - Strategic Change and Leadership - The Leadership in Organization, The Impact of Leadership on Vision and Value, Strategic Change. Strategic Control.

List of Exercises / Experiments :

1.	prepare a Strategic plan for a Venture (Includes the Vision, mission, objectives, core value and other strategic analysis)
2.	identify an Indian corporate and evaluate their corporate level strategies
3.	select an MNC and analyze their challenges of globalization

Lecture:30, Practical:30, Total:60**TEXT BOOK:**

1.	Anthony Henry, "Understanding Strategic Management", 3rd Edition, Oxford University Press, New Delhi, 2018.
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REFERENCES:

1.	John A. Pearce II, Richard B. Robinson and Amita Mital, "Strategic Management Formulation, Implementation and Control", 12th Edition, McGraw Hill Education, New Delhi, 2017.
2.	Charles W. L. Hill and Gareth R. Jones, "Strategic Management: An Integrated Approach", 9th Edition, Cengage Learning, New Delhi, 2012.
3.	Vipin Gupa, Kamala Gollakota and Srinivasan R, "Business Policy and Strategic Management", 1st Edition, PHI Learning, New Delhi, 2007.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyze the strategic decisions that organizations make and have an ability to engage in strategic planning	Analyzing (K4) Precision (S3)
CO2	apply the basic concepts, principles and practices associated with strategy formulation and implementation	Applying (K3) Precision (S3)
CO3	implement a strategic plan that takes into account the functional areas of business	Analyzing (K4) Precision (S3)
CO4	evaluate and revise programs and procedures in order to achieve organizational goals	Evaluating (K5)
CO5	integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives	Creating (K6)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	3					
CO3	3	2				
CO4	3					
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	20	30	40			100
CAT2	10	20	30	40			100
CAT3	10	20	20	20	10	20	100
ESE	10	20	20	20	10	20	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBP41 - PROJECT WORK - PHASE II

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	4	PR	0	0	6	3

Preamble	Project Work provides a learning experience in which students have the opportunity to synthesis knowledge from various areas of learning in business administration, and apply it critically and creatively to real-life situations. Students are able to learn on their own by practice, reflect on their learning and improve upon it. They are also able to provide solution to business problem by adopting a structured methodology.
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List of Activities:

1.	Data Collection (both primary and secondary)
2.	Selection of Appropriate Analytical Tools
3.	Data Analysis
4.	Solutions for Research Problem
5.	Report Preparation

Total:90
TEXT BOOK:

1.	Project Manual
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COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	conduct an independent research project and analyze the data.	Creating (K6), Articulation (S4)
CO2	present research outputs in the form of journal publication or conference or seminar presentations confidently	Creating (K6), Precision (S3)
CO3	demonstrate an ability to defend their research work to a panel of experts	Evaluating (K5), Manipulation (S2)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3	2	2		
CO2		2	3	3		
CO3	2	2	1	3		
1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy						

18MBE01 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Programme & Branch	MBA	Sem.	3	Category	PE	L	2	T	0	P	2	Credit	3
Prerequisites	Nil												

Preamble	The course intends to enhance the knowledge of the students in understanding various securities for investment and the investment process. The students would be able to analyse the risk – return relationship involved in the security investment, recognise the impact of economy, industry and company on security performance and apply investment theories to construct an optimal portfolio.											
Unit - I	Introduction to Investment and Securities:											6
Introduction to Investment and Securities: Investment Objectives, Investment Process, Speculation, Investment and Gambling, Investment Alternatives, Sources of Investment Information, Securities, Securities Markets in India.												
Unit - II	Capital Market and Risk and Return:											6
Capital Market: Primary Market – Participants, Listing Formalities and Procedure, Secondary Market - Buying and Selling Mechanisms, Margin and Settlement of Shares, Regulating Framework, SEBI – Functions, Guidelines and Regulations, Stock Exchanges In India – Indices, Depositories in India . Risk and Return: Components, Elements, Measures of Risk, Capital Assets Pricing Model, Security Market Line.												
Unit - III	Fundamental Analysis:											6
Fundamental Analysis: Economic Analysis – Forecasting Model, Industry Analysis, Company Analysis – Measuring Earnings.												
Unit - IV	Technical Analysis:											6
Technical Analysis: Importance, Fundamental Vs Technical, Tools of Technical Analysis – Charts Indicators and Oscillators, Dow Theory, Efficient Market Theory.												
Unit - V	Portfolio Analysis:											6
Portfolio Analysis: Approaches in Portfolio Constructions, Portfolio Theory, Markowitz Model, Portfolio Performance Evaluation – Sharpe, Treynor's and Jensen's Measure, Portfolio Revision												

List of Exercises / Experiments :

1.	Perform fundamental analysis of Indian companies stocks listed in NSE/BSE
2.	Perform technical analysis of Indian companies stocks listed in NSE/BSE
3.	Construction of virtual and real time portfolio and tracking investment performance

Lecture:30, Practical:30, Total:60**TEXT BOOK:**

1.	Punithavathy Pandian, "Security Analysis and Portfolio Management", 2nd Edition, Vikas Publishing House, New Delhi, 2013.
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REFERENCES:

1.	Avadhani V. A, "Security Analysis and Portfolio Management", 12th Edition, Himalaya Publishing House, New Delhi, 2017.
2.	Kevin S, "Security Analysis and Portfolio Management", 2nd Edition, PHI Learning, New Delhi, 2015.
3.	Sasidharan K. and Alex K. Mathews, —Security Analysis and Portfolio Managementll, 1st Edition, McGraw Hill Education, 2011.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	evaluate the various alternatives available for investment	Evaluating (K5)
CO2	learn to measure risk and return	Creating (K6)
CO3	perform macroeconomic, industry, fundamental analysis	Evaluating (K5) Precision (S3)
CO4	perform technical analysis	Analyzing (K4) Precision (S3)
CO5	develop a portfolio of stocks and perform portfolio analysis	Analyzing (K4) Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3				
CO2	2	3				
CO3		3				
CO4		3				
CO5	2	3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	5	5	20	15	25	30	100
CAT2	5	5	15	20	25	30	100
CAT3	15	25	35	25			100
ESE	5	5	20	20	25	25	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE02 - FINANCIAL DERIVATIVES

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PE	2	0	2	3

Preamble	Financial risk management has become one of the most important aspects in recent times. At the same time, the financial derivatives work as double edged weapons, a considerable number of investors lost their money as they wrongly used them. Hence there is a need to have a course on financial derivatives to know how best they are used.	
Unit - I	Derivatives:	6
Derivatives: Features, Types and Basics, History of Derivatives Markets; Forward Market: Pricing and Trading Mechanism, Forward Contract - Features, Classification; Forward Prices Vs Future Prices		
Unit - II	Financial Derivative Market in India:	6
Financial Derivative Market in India: Financial Derivative Market in India - Need for Derivatives, Evaluation of Derivatives; Currency Derivative Market, Major Recommendation of Various Committees - Derivative Trading at NSE and BSE, Regulatory Frame Work.		
Unit - III	Option and Swaps:	6
Option and Swaps: Concepts of Option - Types, Characteristics, Option Valuation. Determination of Option Prices; Various Option Pricing Model - Binomial, Black - Scholes		
Unit - IV	Future:	6
Futures: Contracts, Types, Futures Market in India, Growth of Futures Market; Mechanism. Clearing and Settlement: Theories of Future Prices: Future Prices and Risk Aversion		
Unit - V	Hedging and Stock Index Future:	6
Hedging and Stock Index Future: Concept and Types, Hedging Effectiveness, Objectives, Management of Hedging Techniques. Concept of Stock Index, Stock Index Futures - Tools and Techniques; Speculation and Stock Index Futures and Trading, Arbitrage.		

List of Exercises / Experiments :

1.	Identify a financial institution or brokerage firm dealing with commodity and currency derivatives and study the products
2.	Select the various futures or options script and study the behavior of these stocks on a particular day and after 15 days. i. Study the behavior of these stocks on a particular day and after 15 days. ii. Identify the hedging strategies for the script under study iii. Analyze the return of Cash Segment and F and O Segment of your selected stocks

Lecture:30, Practical:30, Total:60**TEXT BOOK:**

1.	Gupta S.L, "Financial Derivatives Theory, Concept and Problems", 1st Edition, PHI Learning, New Delhi, 2009.
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REFERENCES:

1.	Kumar. S S S, "Financial Derivatives", 1st Edition, PHI Learning, New Delhi, 2007.
2.	Parasuraman N. R, "Fundamental of Financial Derivatives", 1st Edition, John Willey , New Delhi, 2008.
3.	Rajiv Srivastava, "Derivatives and Risk Management", 2nd Edition, Oxford University Press, Nodia,

2014.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	illustrate the conceptual and practical framework of the functioning of derivative markets	Applying (K3)
CO2	evaluate derivative markets as an asset class for investments	Evaluating (K5) Precision (S3)
CO3	analyze practically the interconnectedness of the markets and follow the day-to-day developments in the derivatives markets	Analyzing (K4) Precision (S3)
CO4	apply the ways of technical analysis in derivatives trading	Applying (K3) Precision (S3)
CO5	develop a working knowledge about hedging, arbitraging and trading in derivative markets and the use of derivative products in risk management	Creating (K6)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3					
CO3	3					
CO4		3				
CO5	3					

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	15	25	25	25		100
CAT2	10	15	25	20	30		100
CAT3	10	10	20	20	20	20	100
ESE	10	10	20	20	20	20	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE03 - INTERNATIONAL FINANCIAL MANAGEMENT

Programme & Branch	MBA	Sem.	3	Category	PE	L	3	T	0	P	0	Credit	3
Prerequisites	18MBC22												

Preamble	This course helps the students to understand global economic and financial environment, and enable them to determine the exchange rate movements in spot and derivative market. Further, the students learn about the different types of foreign exchange exposures and the ways to manage them. The course also aims to provide knowledge about the techniques of investments and financial market instruments.											
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Unit - I	Overview of International Financial Management:	9
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Overview of International Financial Management: Meaning, Importance, Nature and Scope - International Financial Management versus Domestic Financial Management. Balance of Payments: Equilibrium, Disequilibrium and Adjustment. Developments in International Monetary System: Commodity Standard, Gold Standard, Bretton woods System, Exchange Rate Regimes, International Liquidity.

Unit - II	Exchange Rate Mechanism and Foreign Exchange Market:	9
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Exchange Rate Mechanism and Foreign Exchange Market: Quotations, Exchange Rate Determination in Spot Market and Forward Market, Factors Influencing Exchange Rate, Theories of Exchange Rate Behaviour. Foreign Exchange Market: Features, Major Participants, Spot Market and Forward Market.

Unit - III	Theoretical aspects of Currency Futures and Theoretical aspects of Currency Options:	9
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Theoretical aspects of Currency Futures: Meaning, Forward market vs. Futures market, Concepts, Features, Determining profits and Losses in Currency Futures Trading, Costs in Futures contract, Hedging and Speculation in Currency Futures market. Theoretical aspects of Currency Options: Meaning, Currency Futures vs. Currency Options, Concepts, Features, Option terminologies, Profits and Losses of Options traders, Option pricing, Hedging and Speculation in Currency Options market.

Unit - IV	Foreign Exchange Exposure and Management of Foreign Exchange Exposure:	9
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Foreign Exchange Exposure: Concept, Relevance of Exposure, Transaction Exposure, Real Operating Exposure, Translation Exposure. Management of Foreign Exchange Exposure: Need For Hedging Foreign exchange exposure, Hedging of Transaction Exposure - Contractual hedges and Natural hedges, Hedging of Real Operating Exposure, Managing Translation Exposure.

Unit - V	International Financing:	9
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International Financing: Foreign Direct Investment: Theories, Costs and Benefits, Strategy, Merger and Acquisition. International Capital Budgeting: Evaluation Criteria, Computation of Cash Flow, Cost of Capital, Adjusted Present Value Approach, Non – Financial Factors in Capital Budgeting. International Financial Market Instruments: Equity, Bonds, Short term and Medium term Instruments. International Working Capital Management: Working Capital Policy, Managing Cash and Near Cash Assets, Managing Receivables and Inventory, Case Studies in International Financing.

Total:45

TEXT BOOK:

1.	Vyuptakesh, Sharan, "International Financial Management", 6th Edition, PHI Learning , New Delhi, 2012.
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REFERENCES:

1.	Apte P G, "International Financial Management", 7th Edition, McGraw Hill Education, New Delhi, 2014.
2.	Jeff Madura, "International Financial Management", 12th Edition, Cengage Learning, New Delhi, 2015.
3.	Eun, Cheol. S, and Resnick, Bruce G, "International Financial Management", 7th Edition, McGraw Hill Education, New Delhi, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	demonstrate and employ the knowledge on International Monetary System, Balance of Payments and Foreign Exchange Rates while making economic and financial decisions	Applying (K3)
CO2	determine the exchange rates in spot and forward markets on the basis of relevant theories and factors	Applying (K3)
CO3	develop critical and analytical skills on currency derivatives	Analyzing (K4)
CO4	assess and manage various forms of foreign exchange exposure	Analyzing (K4)
CO5	evaluate the various forms of international investments and financing instruments available in different markets across the globe	Evaluating (K5)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3				
CO2		3				
CO3		3				
CO4		3				
CO5	2				2	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	30	30	40				100
CAT2	10	15	35	40			100
CAT3	10	10	40	25	15		100
ESE	10	10	30	35	15		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE04 - BEHAVIOURAL FINANCE

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PE	3	0	0	3

Preamble This course describes how individuals and firms make financial decisions, and explores the existence of psychological biases in financial decision-making, and examine the impacts of these biases in financial markets and other financial settings. The course examines how the insight of behavioral finance complements the traditional finance paradigm.

Unit - I Behavioral Finance: Introduction: **9**

Behavioral Finance: Introduction: Foundation of Behavioural finance, Rationality to psychology, Agency theory, Prospect theory, Traders brain, Reasoned emotions; Overreaction and optimism.

Unit - II Efficient Market Hypothesis: **9**

Efficient Market Hypothesis: Challenges to market efficiency, Small firm effect, Momentum Vs Reversal, Noise trader risk in financial market, Attitude to risk, Expected utility, Mental accounting

Unit - III Behavioral Economics and Finance: **9**

Behavioral Economics and Finance: Heuristic and Biases, Over confidence, Emotion and reasoning, Excessive risk taking, Behavioural explanation for anomalies, Excessive volatility, Loss aversion, Gamblers' fallacy.

Unit - IV Heuristics and Behavioral Biases of Investors: **9**

Heuristics and Behavioral Biases of Investors: Investor behaviour, Conformity, Contrarian investing, Social forces selfishness or altruism, Group psychology on Board, Resistance to recognising failure, Conflict of interest. Cases of Enron, Satyam.

Unit - V Behavioural Corporate Finance: **9**

Behavioural Corporate Finance: Empirical data on dividend presence or absence, ex-dividend day behaviour. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking.

Total:45

TEXT BOOK:

1. Kent Baker. H, Greg Filbeck, and John R. Nofsinger, "Behavioral Finance: What Everyone Needs to Know®", 1st Edition, Oxford University Press, Noida, 2019.

REFERENCES:

1. Sanjit Dhami, "The Foundations of Behavioral Economic Analysis", 1st Edition, Oxford University Press, Noida, 2016.
2. Edwin Burton and Sunit Shah, "Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates (Wiley Finance)", 1st Edition, John Wiley, New Delhi, 2013.
3. Lucy F.Ackert and Richard Deaves, "Understanding Behavioral Finance", 1st Edition, Cengage Learning, New Delhi, 2012.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand how investors' interpret and act on available, fallible information	Understanding (K2)
CO2	identify persistent or systematic behavioural factors that influence investment behaviour	Applying (K3)
CO3	gain knowledge on cognitive psychology decision theory	Applying (K3)
CO4	analyze the behavior of investors for different corporate decisions	Applying (K3)
CO5	predict the investor behavior for different corporate decisions using systematic approach	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	2	3				
CO3	2	3				
CO4	2	3	2	1		
CO5	2	2	2			

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	30	30	40				100
CAT2	30	30	40				100
CAT3	30	30	40				100
ESE	30	30	40				100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE05 - WORKING CAPITAL MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PE	2	0	2	3

Preamble	The main goal of the course is to provide the conceptual background for working capital analysis from the point of corporate value creation. The course is focused on developing skills in analyzing corporate policy regarding granting credit, inventory management and obtaining working capital finance.
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Unit - I	Working Capital Management:	6
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Working Capital Management: Assessment of average requirement of working capital. Working Capital Controls and Banking Policy: Tandon committee, Chore committee, Dehejia committee reports, RBI guidelines on working capital finance.

Unit - II	Receivables Management:	6
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Receivables Management: Objectives, Credit Policy: Nature and Goals, Optimum Credit Policy, Credit Policy Variables, Credit Evaluation, Monitoring receivables.

Unit - III	Inventory Management:	6
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Inventory Management: Nature of Inventories, Need to Hold Inventories, Objectives of Inventory Management, Inventory Management Techniques, Analysis of Investment in Inventory, Inventory Control Systems, Aging schedule of inventory.

Unit - IV	Cash Management:	6
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Cash Management: Facets of Cash Management, Managing Cash Collections and Disbursements, Optimal Cash Balance, Models of Cash Management.

Unit - V	Working Capital Finance:	6
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Working Capital Finance: Accruals, Trade Credit and other current liabilities, Working Capital Advance by Commercial Banks, Certificate of deposits, Public Deposits, Inter-corporate Deposits, Commercial Paper.

List of Exercises / Experiments :

1.	Literature study on the impact of working capital management on the profitability of the firm
2.	Analyze how the working capital management influences the financial performance by comparing the performance of any two listed companies from the same industry.
3.	Analyze the Receivables management adopted by a retail shop of your choice and submit the report on the same.
4.	Analyze the inventory management adopted by a department store in your locality and submit the report on the same.
5.	Analyze the working capital financing provided by a Bank and submit the report on the same

Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Pandey I M, "Financial Management", 11th Edition, Vikas Publishing House, New Delhi, 2016.
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REFERENCES:

1.	Khan M Y and Jain P K, "Financial Management: Text, Problems and Cases", 7th Edition, McGraw Hill Education, New Delhi, 2017.
2.	Bhalla V.K, "Working Capital Management", 1st Edition, S. Chand & Company, New Delhi, 2013.
3.	Chandra Prasanna, "Financial Management: Theory and Practice", 9th Edition, McGraw Hill Education, New Delhi, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the concept of working capital and assessment the working capital requirement	Analyzing (K4), Precision (S3)
CO2	evaluate the credit policy adopted by the company	Creating (K6), Precision (S3)
CO3	analyze the investment in Inventory management	Evaluating (K5)
CO4	apply the cash management techniques for finding out the optimum cash balance	Applying (K3), Precision (S3)
CO5	appraise the various instruments available for working capital finance	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	3	2				
CO3	2	3				
CO4	2	3				
CO5	3	2				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		20	20	25	20	15	100
CAT2	10	10	25	20	20	15	100
CAT3	15	15	30	40			100
ESE	5	10	20	25	25	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE06 - HUMAN RESOURCE METRICS AND ANALYTICS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBT22	3	PE	2	0	2	3

Preamble	The aim of this course is to make the students understand and measure different components of Human Resource function in a quantifiable manner and analyse them with analytical tools. This also familiarizes them to respond and report for HR requests.
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Unit - I	Understanding HR Analytics:	6
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Understanding HR Analytics. Predictive HR Analytics Defined. Predictors, Prediction and Predictive Modelling. Human Resource Information System and Data: Information Sources.

Unit - II	Analysis Strategies:	6
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Analysis Strategies. From Descriptive Reports to Predictive Analytics. Statistical Significance. Data Integrity: Data Types, Types of Variables. Types of statistical test. Software used data analytics.

Unit - III	Employee Engagement:	6
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Employee Engagement: Meaning, Measuring Employee Engagement, Employee Attitude. Surveys – Engagement and Workforce Perceptions. Diversity Analytics – Equality, diversity and inclusion. Approaches to measure Diversity and Inclusion.

Unit - IV	Employee Turnover:	6
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Employee Turnover: Predicting Employee Turnover, Performance. Considering the Possible Range of Performance Analytic Models. Recruitment and Selection Analytics. Reliability and Validity of Selection Methods.

Unit - V	Business Applications of HR Analytics:	6
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Business Applications of HR Analytics: Predictive Modelling Scenarios. Advanced HR analytic techniques. Institutionalized Metric Oriented Behaviour (IMOB). Balanced Scorecard. Ethical Aspects of HR Analytics.

List of Exercises / Experiments :

1.	Predictive HR Analytics Measuring turnover at individual or team level.
2.	Recruitment Analysis Using Discriminant function
3.	Employee performance analysis using Multi-level linear modeling.
4.	Training needs prediction and effectiveness measurement analysis.
5.	Employee engagement analysis through factor analysis

Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Martin R. Edwards, Kirsten Edwards, "Predictive HR Analytics: Mastering the HR Metric", 2nd Edition, Kogan Pages, London, 2018.
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REFERENCES:

1.	John R. Mattox II, Jac Fitz-enz, "Predictive Analytics for Human Resources", 1st Edition, John Wiley, New Delhi, 2014.
2.	Dipak Kumar Bhattacharyya, "HR Analytics-Understanding Theories and Applications", 2nd Edition, Sage Publications, New Delhi, 2017.
3.	Bernard Marr, "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance", 1st Edition, Kogan Pages, London, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify analytical modeling and gather relevant HR data from a number of sources	Applying (K3) Articulation (S4)
CO2	apply analytics tools to understand data and make meaningful HR decisions	Applying (K3) Precision (S3)
CO3	analyze the impact of HR efficiency and effectiveness on business	Analyzing (K4)
CO4	combine quantitative and qualitative measures to tell a compelling story that engages and informs	Creating (K6)
CO5	manage analytics requests and reports	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3				
CO2	3	3				
CO3	2	3				
CO4	1	3				
CO5	1	3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	35	45				100
CAT2	15	15	35	35			100
CAT3	10	10	30	20	20	10	100
ESE	10	15	25	20	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE07 - COMPENSATION AND BENEFITS MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBT22	3	PE	2	0	2	3

Preamble	The course helps in determining the wage, pay structures, design benefits and incentives for individuals and team.
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Unit - I	Wages:	6
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Wages : Concept, Wage Determination Process, Influencing Factors. Wage Plans: Types- Time Wages, Piece Wages, Balance or Debt Method.

Unit - II	Pay Structures:	6
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Pay Structures: Pay Surveys, Grades, Variable Pay: Types - Salaries: Components – Scale of Pay, Allowances, Fringe Benefits, Perquisite - Wage and Salary Structure – Case Studies on Components of Pay.

Unit - III	Determining Individual Pay:	6
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Determining Individual Pay: Pay for performance, Team Based Incentives, Organization Based Profit Sharing, Bonus Plans, Gain Sharing Plans, ESOPs – Case Studies on Determining Pay.

Unit - IV	Compensation:	6
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Compensation: Designing a Compensation System – Approaches, Principles, Perception of Fairness. Compensation and Benefits to Gain Competitive Advantage.

Unit - V	Compensating the Flexible Workforce and Compensation Administration:	6
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Compensating the Flexible Workforce: Contingent Employees and Flexible Work Schedules. Compensation Administration: Monitoring, Audit, Review of compensation system – Matching to Market Force – Case Studies on Flexible Workforce.

List of Exercises / Experiments :

1.	Prepare a mini project on Wage determination process by visiting a manufacturing unit
2.	Role plays on compensation issues like performance based pay, wage determination, determining bonus etc. as a team of 2-3 members.

Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	George Milkovich, Jerry New Man and Venkataratnam C.S, "Compensation", 9th Edition, McGraw Hill Education, New Delhi, 2014.
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REFERENCES:

1.	Singh B.D, "Compensation and Reward Management", 3rd Edition, Excel Books, New Delhi, 2017.
2.	Lanu A Berger and Dorothy R Berger, "The Compensation Handbook", 6th Edition, McGraw Hill Education, New Delhi, 2015.
3.	Dewakar Goel, "Performance Appraisal and Compensation Management", 2nd Edition, PHI Learning, New Delhi, 2012.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the compensation determination process in fixing pay	Applying (K3) Manipulation (S2)
CO2	design pay structures	Applying (K3) Manipulation (S2)
CO3	determine individual and team pay	Analyzing (K4) Manipulation (S2)
CO4	developing a compensation system for modern organizations	Creating (K6) Precision (S3)
CO5	prepare flexible work schedule	Creating (K6)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		2				
CO3		2				
CO4		2	1			
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	25	30	45				100
CAT2	15	15	30	40			100
CAT3	10	10	25	25	15	15	100
ESE	10	10	25	25	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE08 - ORGANIZATION DEVELOPMENT AND CHANGE MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBT22	3	PE	3	0	0	3

Preamble	The course helps the students to learn the concepts of organization development and change management. Inputs are given on various models, interventions and to manage OD and change management processes in business organization.						
Unit - I	Organization Development:						9
Organization Development: Importance and Relevance of OD – OD values and Assumptions – Models and the Theories of Organization Development – Systems Theory – Participation and Empowerment – Case on Empowerment – Teams and Team Work							
Unit - II	Parallel Learning Structures to Enable OD:						9
Parallel Learning Structures to Enable OD: Normative, Reductive Strategy – Applied Behavioural Science, Action Research and OD – Process of OD: OD Consultant – Diagnosing Organizations – Case on Organizational Diagnosing – Diagnosing Groups and Jobs – Analyzing Diagnosis Information.							
Unit - III	OD Interventions:						9
OD Interventions: Human Process Interventions – Techno Structural Interventions – HRM Interventions – Strategic Change Interventions – Special Applications of OD – Training Methods used for OD.							
Unit - IV	Organizational Change:						9
Organizational Change: Dynamics of Change – Speed and Direction of Changes – Models of Change: Process Based Change Models – Model of Evolving Managerial Interpretations of Change – Contents Based Models.							
Unit - V	Integration of Change Models:						9
Integration of Change Models: Role of Change Agents and Leadership – Skills for Managing Change – Strategy for Organizing Change – Organizational Culture and Change – Case on Change Management – Monitoring of Change Management.							

Total:45

TEXT BOOK:

1.	Wendell L French and Cecil H Bell, "Organization Development: Behavioral Science Interventions for Organizational Improvement", 6th Edition, Pearson Education, New Delhi, 2017.
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REFERENCES:

1.	Thomas G Cummings and Christopher G Woreley, "Organizational Development and Change", 10th Edition, Cengage Learning, New Delhi, 2015.
2.	Ian Palmer, Richard Dunford and Gib Akin, "Managing Organizational Change: A Multiple Perspective Approach", 3rd Edition, McGraw Hill Educaiton, New Delhi, 2016.
3.	Radha R Sharma, "Change Management and Organizational Transformation", 2nd Edition, McGraw Hill Education, New Delhi, 2009.

COURSE OUTCOMES:		BT Mapped (Highest Level)
On completion of the course, the students will be able to		
CO1	analyze the importance and need for organization development	Analyzing (K4)
CO2	apply the process of OD in organization	Applying (K3)
CO3	evaluate different OD interventions and methods used in OD process	Evaluating (K5)
CO4	examine the dynamics and direction of changes in business organizations	Evaluating (K5)
CO5	learn and implement change process in business organizations	Creating (K6)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3				
CO2	3					
CO3	3					
CO4	3					
CO5	3					

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	15	20	35	30			100
CAT2	10	15	30	25	20		100
CAT3	10	20	25	15	15	15	100
ESE	10	20	20	20	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE09 - LABOUR LEGISLATIONS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PE	3	0	0	3

Preamble	The course will help students to know the legal provisions, facilities, benefits and protection, available to Indian Labour and enable them to ensure legal compliance relating to labour in industries and business organizations.						
Unit - I	The Factories act 1948:						9
The Factories act 1948: Definitions – Duties of Occupier, Manufactures – Powers of Inspector – Provisions Relating to Health Safety and Welfare – Cases – Industrial Employment (Standing Orders) Act 1946: Object of the Act – Matters to be Provided in Standing Orders.							
Unit - II	Payment of Wages Act 1936:						9
Payment of Wages Act 1936: Definition of Wages, Payment – Authorised Deduction from Wages – Case on Deduction on Wages – Minimum Wages act 1948: Fixing of Minimum Rate of Wages – Revising Minimum Wages – Equal Remuneration Act 1976: Purpose Duties of Employers – Penalties for Non Compliance.							
Unit - III	The Employees Compensation Act 1923:						9
The Employees Compensation Act 1923: Coverage – Dependents – Disablement: Partial, Total – Employers Liability for Compensation – Distribution of Compensation – Case on Employee Compensation – Payment of Gratuity act 1972: Coverage – Eligibility – Payment of Gratuity – Case on Payment of Gratuity – Payment of Bonus Act 1965: Applicability – Determination of Bonus.							
Unit - IV	Employees Provident Fund and Miscellaneous Provision act 1952:						9
Employees Provident Fund and Miscellaneous Provision act 1952: Applications – EPF Scheme – Employees Pension Scheme – Employers Obligations – Employees Sate Insurance act 1948: Applicability – Contributions – Benefits to Employees – Maternity Benefit Act 1961: Coverage – Prohibition of Employment – Maternity Benefits – Case on Maternity Benefits.							
Unit - V	Apprentices Act 1961, Contract Labour (Regulation and Abolition) act 1970 , Prohibition and Regulation act 1986:						9
Apprentices Act 1961: Apprentice – Contract of Apprenticeship – Status and Conditions for Apprentices Contract Labour (Regulation and Abolition) act 1970: Application – Advisory Boards – Registration – Prohibition of Employment of Contract Labour – Welfare and Health Contract Labour. Child Labour Prohibition and Regulation act 1986: Prohibition of Employment of Children – Regulation of Conditions of Work for Children – Health and Safety of Children.							

Total:45**TEXT BOOK:**

1. Kapoor N.D, "Elements of Industrial Law", 1st Edition, S Chand & Company , New Delhi, 2018.

REFERENCES:

1. Mamoria C.B, Satish Mamoria and Gankar S.V, "Dynamics of Industrial Relations", 16th Edition, Himalaya Publication, Mumbai, 2018.
2. Sinha P R N, Sinha Indu Bala, "Industrial Relations, Trade Unions and Labour Legistration", 3rd Edition, Pearson Education, New Delhi, 2017.
3. Sharma R C, "Industrial Relations and Labour Legislations", 1st Edition, PHI Learning, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyze the legal provisions for labour in industries	Analyzing (K4)
CO2	apply the implementation process of wage legislations	Applying (K3)
CO3	workout gratuity, compensations and bonus for workers	Applying (K3)
CO4	evaluate EPF, ESI benefits and maternity benefits	Evaluating (K5)
CO5	apply the provisions of apprentices, contract labour and child labour acts	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3				
CO2		3				
CO3		3				
CO4	3					
CO5						3

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	25	25	30	20			100
CAT2	25	25	25	25			100
CAT3	10	10	30	25	25		100
ESE	10	15	25	25	25		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE10 - CONSUMER BEHAVIOUR

Programme & Branch	MBA	Sem.	3	Category	PE	L	2	T	0	P	2	Credit	3
Prerequisites	Nil												

Preamble	This course is aimed at making the students understand the relationship between consumer behavior and the marketing concept. The students get familiarized about how theories and concepts are applied and combined to consumer issues in the marketing environment.											
Unit - I	Introduction to Consumer Behaviour and Consumer Research:											6
Introduction to Consumer Behaviour and Consumer Research: Introduction, Consumer Behaviour – Definition, Consumer and Customers, Development of Marketing Concept. Marketing Segmentation and Positioning relevant to CB, Consumer Behaviour and its Applications in Marketing - Analytical Models of Consumer Behaviour.												
Unit - II	Internal Influences on Consumer Behaviour:											6
Internal Influences on Consumer Behaviour: Consumer Motivation, Personality, Perception, Learning, Attitude.												
Unit - III	Social Class and External / Group Influences on Consumer Behaviour:											6
Social Class and External / Group Influences on Consumer Behaviour: Nature of family and Social Class, Social Class Categories, Family Life Cycle Stages, Personal Influence and Opinion Leadership, Source of Group Influences, Reference Group Influences and applications - Culture and Sub Culture in Consumer Behaviour, Case Study.												
Unit - IV	Pre-/Post-purchase and Decision Process Behaviour:											6
Pre-/Post-purchase and Decision Process Behaviour: Consumer Decision Making Process, Diffusion of Innovations, Post-purchase Dissonance, Product Disposition, Purchase Evaluation and Consumer Satisfaction.												
Unit - V	Consumer Research Process and Indian Consumer Profile:											6
Consumer Research Process and Indian Consumer Profile: Consumer Research Process, Organizational Buyer Behaviour, On-line Buyer Behaviour, Profile of Indian Consumers, Changing Consumer Behaviour.												

List of Exercises / Experiments :

1.	Mini-project on Consumer Behaviour through survey should be completed with the following contents: <ul style="list-style-type: none"> • Marketing Segmentation and Positioning • Internal influences on Consumer Behaviour • External/Group/Social Class influences on Consumer Behaviour • Pre-/Post-purchase behaviour • Online buying behaviour
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Lecture:30, Practical:30, Total:60**TEXT BOOK:**

1.	Leslie Lazar, Schiffman G and Kanuk, "Consumer Behaviour", 11th Edition, Pearson Education, New Delhi, 2014.
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REFERENCES:

1.	Hawkins, Motherbaugh and Mookerjee, —Consumer Behaviour: Building Marketing Strategyll, 12th Edition, McGraw Hill Publishing Company, 2017.
2.	Jay D Lindquist, and M Joseph Sirgy, "Shopper, Buyer and Consumer Behaviour", 1st Edition, Biztantra Publication, New Delhi, 2005.
3.	David L Loudon, Albert J and Della Bitta, "Consumer Behaviour", 4th Edition, McGraw Hill Education, New Delhi, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the concepts of segmentation towards consumer behavior	Applying (K3) Precision (S3)
CO2	delineate between personal influence and opinion leadership	Applying (K3) Manipulation (S2)
CO3	comprehend the consumer decision making process.	Analyzing (K4)
CO4	learn to adapt modalities in order to contend with changing consumer behaviour	Evaluating (K5)
CO5	carry out research on consumer behaviour	Creating (K6) Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2					
CO2	3			2		
CO3	3					
CO4	2				2	
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	30	30	40				100
CAT2	20	20	35	25			100
CAT3	10	10	25	30	10	15	100
ESE	10	10	25	30	10	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE11 - RETAIL MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBC21	3	PE	2	0	2	3

Preamble	The course provides comprehensive view of retailing, retail environment, issues and developments in the retail industry. The course enables the students to become good retail planners and decision makers and help to focus and adapt to changes in retailing.						
Unit - I	Retailing:						6
Retailing: Meaning, History of Retailing, Global Trends in Retail Industry, Characteristics and Functions of Retailing, Formats of Retailing, Retailing Models – Ownership, Franchising, Leasing, Theories in Retailing.							
Unit - II	Retail Market Planning:						6
Retail Market Planning: Retail Market Strategy, Retail Planning Process, Retail Location Selection Decision, Levels of Location Decision, Types of Retail Location, Site Analysis, Selection of Market Area, Location Assessment Procedures, Space Management, Information and Supply Management.							
Unit - III	Product and Distribution:						6
Product and Distribution: Product and Brand Management, Merchandise Management and Planning, Category Management – Product and Distribution: Product and Brand Management, Merchandise Management and Planning, Category Management.							
Unit - IV	Pricing and Promotion:						6
Pricing and Promotion: Pricing Strategy, Retail Promotion Mix, Selection, Advertising and Sales Promotional Mix, Publicity, Personal Selling, Relationship Marketing Strategy.							
Unit - V	Financial, Human Resource Strategies, International and E-Retailing Management:						6
Financial and Human Resource Strategies: Financial Strategy in Retailing, Human Resource Management in Retailing. International and E-Retailing Management: International Retail Management, E-Retailing Management and E- Retailing Process.							

List of Exercises / Experiments :

Mini-project on Retail Management through survey should be completed with the following contents:	
1.	Literature Review and Industry Scanning on retail sector
2.	Select any two retail stores of different types (eg. Kirana, Supermarket, Malls) and conduct a comparative study on the following: a) Store location b) Target customer c) Product assortment and management d) Pricing pattern

Lecture:30, Practical:30, Total:60**TEXT BOOK:**

1.	Chetan Bajaj, Rajnish Tuli and Nidhi Varma Srivastava, "Retail Management", 3rd Edition, Oxford University Press, Noida, 2016.
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REFERENCES:

1.	Swapna Pradhan, "Retail Management", 4th Edition, McGraw Hill Education, New Delhi, 2012.
2.	James R Carver, Patrick M. Dunne, Robert F. Lusch, "Retailing", 8th Edition, Cengage Learning, New Delhi, 2014.
3.	Michael Levy and Barton Weitz, "Retail Management", 9th Edition, McGraw Hill Education, New Delhi, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyze the retail trends and developments in the recent years	Analyzing (K4) Precision (S3)
CO2	develop retail market plan and strategy	Applying (K3) Precision (S3)
CO3	Evaluate the different types of retail formats and merchandising process	Evaluating (K5)
CO4	apply category management for different products and brands in retail business	Analyzing (K4) Precision (S3)
CO5	apply the importance of retail planning, location decision and supply management	Applying (K3) Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3				
CO3	3					
CO4	3					
CO5	3					

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	15	25	35	25			100
CAT2	10	20	35	25	10		100
CAT3	15	25	25	35			100
ESE	10	25	25	25	15		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE12 - INTEGRATED MARKETING COMMUNICATION

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBC21	3	PE	2	0	2	3

Preamble	The course gives a hands-on experience in developing an integrated marketing communication plan, facilitates understanding of how advertising, sales promotion, public relation, personal selling and other promotional tools form a coordinated marketing communication strategy.
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Unit - I	Integrated Marketing Communications:	6
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Integrated Marketing Communications: An Introduction – Role of IMC in Marketing Process – Role of Ad Agencies – Establishing Objectives and Budgeting for Promotional Program

Unit - II	Advertising Management:	6
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Advertising Management: An Overview- Effective and Creative Ad Messages - Endorsers and Message Appeals in Advertising - Traditional Ad Media – Introduction to Online Advertising, Social Media, Direct Advertising and Other Media, Case Study.

Unit - III	Media Tactics:	6
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Media Tactics: Media Planning and Strategy – The Media Plan - Evaluation of Broadcast and Print Media – Methods of Buying of Time and Space - Measuring Ad Effectiveness, Case Study.

Unit - IV	Sales Promotion:	6
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Sales Promotion: Overview and the Role of Trade Promotion - Consumer Sales Promotion: Sampling and Couponing - Premiums and other Promotions, Case Study.

Unit - V	Other IMC Tools:	6
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Other IMC Tools: Public Relations, Buzz Marketing, and Sponsorships - Packaging, POP Communications, and Signage - Personal Selling.

List of Exercises / Experiments :

1.	Mini Project: a) Construct a profile of a company, identify target audience and develop IMC objectives. b) Develop a promotional campaign plan c) Construct a media and message strategy d) Launch a promotional campaign and measure its impact.
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Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Terence A. Shimp, "Advertising Promotion and Other Aspects of Integrated Marketing Communications", 9th Edition, Cengage Learning, New Delhi, 2013.
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REFERENCES:

1.	Thomas O’Guinn, Chris Allen, Richard J. Semenik, "Advertising and Integrated Brand Promotion", 6th Edition, Cengage Learning, New Delhi, 2012.
2.	George E Belch, Michael E Belch and Keyoor Purani, "Advertising and Promotion: An Integrated Marketing Communications Perspective", 9th Edition, McGraw Hill Educaiton, New Delhi, 2013.
3.	Kruti Shah, "Advertising And Integrated Marketing Communications", 1st Edition, McGraw Hill Education , New Delhi, 2014.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	relate the fundamental concepts used in integrated marketing communications for real time application	Applying (K3)
CO2	examine how integrated marketing communications help to build brand identity and brand relationship	Analyzing (K4)
CO3	choose a marketing communication mix to achieve the communication and behavioral objectives of the IMC campaign plan	Applying (K3)
CO4	develop an integrated cross-media strategy and creative message to reach the target audience and deliver the brand promise	Creating (K6) Precision (S3)
CO5	measure and critically evaluate the communication's effects and results of an IMC campaign	Evaluating (K5)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		2		2		
CO3				3		
CO4		2		2		
CO5		2		3		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	20	30	30			100
CAT2	10	10	25	25	15	15	100
CAT3	10	10	25	25	15	15	100
ESE	10	10	30	20	20	10	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE13 - PRODUCT AND BRAND MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PE	3	0	0	3

Preamble	The course provides students with valuable perspectives and a common denominator to interpret the potential effects and trade-offs of various strategies and tactics for product and brand management.						
Unit - I	Foundations in New Product Development:						9
Foundations in New Product Development: The Product and Product Life Cycle in Theory and Practice, Product Portfolios, New Product Strategy, Idea Management, Screening New Product Ideas, Concept Development and Testing, Business Analysis, Product Testing, Case Study.							
Unit - II	Product Management and Elimination:						9
Product Management and Elimination: Commercialization, Managing Growth and Mature Products, Controlling the Product Line, Reaching the Decision to Delete a Product and Implementing the Deletion Decision, Case Study.							
Unit - III	Design and Implementation of Brand strategy:						9
Design and Implementation of Brand strategy: Developing a Brand Strategy – Customer-based Brand Equity and Brand Positioning, Brand Resonance and the Brand Value Chain. Designing and Implementing Brand Marketing Programs – Choosing Brand Elements, Designing Marketing Programs, Integrate Marketing Communication and Leverage Secondary Brand Association, Case Study.							
Unit - IV	Measure and Interpret Brand Performance:						9
Measure and Interpret Brand Performance: Developing Brand Equity Measurement and Management System, Measuring Sources and outcomes of Brand Equity.							
Unit - V	Growing and Sustaining Brand Equity:						9
Growing and Sustaining Brand Equity: Design and Implement Branding Architecture Strategies, Introducing and Naming New Products and Brand Extensions, Managing Brands over Time and over Geographic Boundaries and Market Segments, Case Study.							

Total:45**TEXT BOOK:**

1.	Michael Baker, Susan Hart, "Product Strategy and Management", 2nd Edition, PHI Learning , New Delhi, 2008.
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REFERENCES:

1.	Kevin Lane Keller, Ambi M. G. Parameswaran and Isaac Jacob, "Strategic brand management: building, measuring, and managing brand equity", 5th Edition, Pearson Education, New Delhi, 2009.
2.	Jean-Noel Kapferer, "The New Strategic Brand Management: Advance insights and Strategic Thinking", 5th Edition, Kogan Page India, New Delhi, 2012.
3.	Rameshkumar S, "Managing Indian Brands – Marketing Concepts and Strategies", 2nd Edition, Vikas Publishing House, New Delhi, 2012.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	summarize the theoretical aspects and the importance of New Product development to enhance competitive position	Analyzing (K4)
CO2	evaluate the managerial perspectives of what, why and how product management should be done to give a successful new product	Evaluating (K5)
CO3	exhibit knowledge relating to brand building by means of choosing, designing and leveraging brand elements	Applying (K3)
CO4	explain the different approaches to measure brand equity and ways to implement equity measurement system	Analyzing (K4)
CO5	cultivate an understanding of alternative branding strategies and the adjustments to be made therein over various boundaries	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3	1			
CO3		2		2		
CO4		3				
CO5		2			2	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	15	20	20	20	25		100
CAT2	25	15	20	30	10		100
CAT3	20	20	30	30			100
ESE	15	15	20	20	30		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE14 - DATA MINING FOR BUSINESS DECISIONS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PE	3	0	0	3

Preamble	The course brings out the fundamentals of data mining, data stream processing, and machine learning algorithms for analyzing very large amounts of data.
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Unit - I	Introduction:	9
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Introduction: Introduction to Data mining and value from data analytics- Types of Systems –Data Mart – OLAP – OLTP – Data Movement (ETL-Extract, Transform and Load) –Data Querying and Reporting.

Unit - II	Conditional Processing:	9
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Conditional Processing: Conditional processing – Dropping and keeping variables – Reading Excel spreadsheets in R that contains Date Fields – Data Cleaning.

Unit - III	Manipulation:	9
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Manipulation: Manipulating Character Values – Manipulating Numeric Values – Manipulating Numeric Values Based on Dates Converting Variable Type – Concatenating R Data Sets – Merging R Data Sets – Producing Summary Reports in R.

Unit - IV	Array:	9
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Array: DO Loop Processing – Array Processing – Using arrays in R – Match-Merging Two or More R Data Sets – Simple joins using SQL – Data Integrity.

Unit - V	Data Enrichment:	9
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Data Enrichment: Data Quality – Data Quality Assurance – Data access – Data Privacy and Ethics –Data security – Overview of BI and Data Mining Technology.

Total:45

TEXT BOOK:

1.	Daniel S. Putler and Robert E. Krider, "Customer and Business Analytics: Applied Data Mining for Business Decision Making Using R", 1st Edition, Chapman and Hall/CRC, UK, 2012.
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REFERENCES:

1.	Brett Lantz, "Machine Learning with R", 2nd Edition, Packt Publishing Limited, UK, 2015.
2.	Garrett Golemund, "Hands-On Programming with R: Write Your Own Functions and Simulation", 1st Edition, Shroff/O'Reilly, Mumbai, 2014.
3.	Jared. P. Lander, "R for Everyone: Advanced Analytics and Graphics", 1st Edition, Pearson Education , New Delhi, 2014.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the ideas and technologies in the area of data mining	Applying (K3)
CO2	know the concepts and methods in application of data mining for deriving business intelligence to achieve organizational goals.	Applying (K3)
CO3	know to use R (statistical computing software) to build, assess, and compare models based on real datasets and cases	Analyzing (K4)
CO4	design and deploy appropriate classification techniques	Evaluating (K5)
CO5	evaluate various mining techniques on complex data objects	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2				
CO2	1	2				
CO3	2	1				
CO4	1	1				
CO5	2	1				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	25	30	45				100
CAT2	20	25	35	20			100
CAT3	15	20	20	25	20		100
ESE	15	15	30	20	20		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE15 - E-COMMERCE AND DIGITAL MARKETS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PE	3	0	0	3

Preamble	The course aims to provide an understanding of the increasing significance of e-commerce and digital markets and its applications in real time business scenario. The course gives a clear understanding of the strategic impacts of use of electronic tools and their effects on the way business and business activities are conducted today.
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Unit - I	E-Business Foundation and Framework:	9
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E-Business Foundation and Framework: Introduction to E-Business, Traditional Commerce Vs E-Commerce, E –Commerce Environmental Factors, Business dimension and technological dimension of E-Commerce, E-Commerce frame work, Factors responsible for the growth of E-Commerce, Issues in Implementing E-Commerce, Trends in E-Commerce in Various Sectors.

Unit - II	Launching an E-Business:	9
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Launching an E-Business: Different phases of Launching an E-Business. Important Concepts in E-Business. Bricks and Clicks business models in E-Business.

Unit - III	E-Business Applications:	9
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E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.

Unit - IV	Website Design and Development:	9
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Website Design and Development: Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website.

Unit - V	Technology for Online Business:	9
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Technology for Online Business: Mechanism of Making Payment Through Internet, Online Payment Mechanism, Electronic Payment Systems, Payment Gateways, Visitors to Website, Tools for Promoting Website, Plastic Money, Debit Card, Credit Card etc.

Total:45

TEXT BOOK:

1.	Efraim Turban, Jon Outland, David King, Jae Kyu Lee, Ting-Peng Liang, Deborrah C. Turban, "Electronic Commerce 2018: A Managerial and Social Networks Perspective", 9th Edition, Springer, 2017.
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REFERENCES:

1.	D Nidhi, "E-Commerce Concepts and Applications", 1st Edition, International Book House Pvt. Ltd, Chennai, 2011.
2.	Turban. E, Whiteside. J, King. D, Outland. J, "Introduction to Electronic Commerce and Social Commerce", 4th Edition, Springer, 2017.
3.	Kenneth C. Laudon and Carol Guercio Traver, "E-Commerce Business: Technology, Society", 10th Edition, Pearson Education, New Delhi, 2014.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	point out the awareness and understanding of the importance e-commerce as a tool for creating social and business processes	Analyzing (K4)
CO2	build basic business models on the web with examples and their implementation with basic marketing techniques and strategies on the internet	Applying (K3)
CO3	compare the different applications of E-commerce to make informed decisions in marketing and business management	Evaluating (K5)
CO4	evolve basic personalization mechanisms for websites by means of designing and developing web platform for business processes	Creating (K6)
CO5	assess the mechanism and issues in E-commerce technologies, and its related risks and security means	Evaluating (K5)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2		3				
CO3		3				
CO4		2		2		
CO5		2				2

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	20	35	35			100
CAT2	10	10	30	30	20		100
CAT3	10	10	25	25	15	15	100
ESE	10	10	25	25	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE16 - SOFTWARE PROJECT MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PE	3	0	0	3

Preamble	This course provides practical approaches for managing, planning, organizing and implementing Information Systems projects using modern management techniques. Complete hands-on projects requiring management of project resources, scope, time-line, cost, scheduling, human and other resource.
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Unit - I	Introduction to SPM:	9
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Introduction to SPM: Definition-components of SPM-challenges and opportunities-tools and techniques-managing human resource and technical resource-costing and pricing of projects-training and development-project management techniques

Unit - II	Software Development:	9
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Software Development: Monitoring and measuring of SW development –cost, size and time metrics-methods and tools for metrics –issues of metrics in multiple projects.

Unit - III	Quality measurement:	9
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Quality measurement :Quality in SW development –quality assurance-quality standards and certifications-the process and issues in obtaining certification-the benefits and implications for the organization and its customers-change management

Unit - IV	Risks in SPM:	9
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Risks in SPM: The risk issues in SW development and implementation-identification of risks-resolving and avoiding risks-tools and methods for identifying risk management.

Unit - V	Project implementation:	9
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Project implementation: Multiple projects-off-shore development issues-managing human resources-pricing and payments across countries –remote development and implementation.

Total:45

TEXT BOOK:

- | | |
|----|---|
| 1. | Roger Pressman, "Software Engineering: A Practitioner's approach", 8th Edition, McGraw-Hill Education, New Delhi, 2014. |
|----|---|

REFERENCES:

- | | |
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| 1. | Walker Royce, "Software Project Management – A unified framework", 1st Edition, Pearson Education , New Delhi, 2010. |
| 2. | Alan Gillies, "Software Quality – Theory and Management", 1st Edition, Thomson Learning, New Delhi, 2017. |
| 3. | Bob Hughes and Mike Cotterell, "Software Project Management", 5th Edition, McGraw Hill Education, New Delhi, 2010. |

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	recognize, trace and resolve IT related crises using project management software	Applying (K3)
CO2	use project management software to control the design, implementation, closure, and evaluation of IT projects	Applying (K3)
CO3	manage the phases and infrastructure of IT projects	Applying (K3)
CO4	develop strategies to calculate risk factors involved in IT projects	Analyzing (K4)
CO5	use project management software to control the design, implementation, closure, and evaluation of IT projects	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1				
CO2	2	1				
CO3	2	2				
CO4	3	2				
CO5	3	2				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	15	35	50				100
CAT2	15	35	50				100
CAT3	15	20	35	30			100
ESE	15	20	35	30			100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE17 - PRODUCT DESIGN AND DEVELOPMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBC23	3	PE	3	0	0	3

Preamble	The need for innovation in product design and development is essential for the success of the product among the customers. The course aims at making the students understand the product design and development process.						
Unit - I	Product Development and Concept Selection:						9
Product Development and Concept Selection : Product development process – Product development organizations- Identifying the customer needs – Establishing the product specifications – concept generation – Concept selection.							
Unit - II	Product Architecture:						9
Product Architecture: Product architecture – Implication of the architecture – Establishing the architecture – Related system level design issues.							
Unit - III	Industrial and Manufacturing Design:						9
Industrial and Manufacturing Design: Industrial design process. Assessing the quality of industrial design- Human Engineering consideration –Estimating the manufacturing cost – Reducing the component and assembly cost– Impact of DFM decisions on other factors.							
Unit - IV	Prototyping and Economic Analysis:						9
Prototyping and Economic Analysis: Principles of prototyping – Planning for prototypes – Elements of economic analysis – Base case financial model – Sensitivity analysis – Influence of the quantitative factors.							
Unit - V	Managing Product Development Projects:						9
Managing Product Development Projects: Baseline project planning – Project Budget- Project execution – Project evaluation- patents- patent search-patent laws-International code for patents.							

Total:45**TEXT BOOK:**

1.	Karl T. Ulrich, Steven D. Eppinger, "Product Design and Development", 6th Edition, McGraw Hill Education, New Delhi, 2017.
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REFERENCES:

1.	Anil Mital. Anoop Desai, Anand Subramanian and Aashi Mital, "Product Development", 2nd Edition, Elsevier, 2014.
2.	Richard Morris, "The fundamentals of product design", 2nd Edition, Bloomsbury Publishing, New Delhi, 2016.
3.	Chitale A.K and Gupta R.C, "Product Design and Manufacturing", 6th Edition, PHI Learning, New Delhi, 2013.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the knowledge of structured method for designing a product concept based on the needs of a customer	Applying (K3)
CO2	suggest product architecture such as modularity, differentiation, etc for a given product offering	Evaluating (K5)
CO3	understand the nuances of manufacturing design	Understanding (K2)
CO4	understand prototyping and carryout economic analysis of the new product design project	Analyzing (K4)
CO5	perform a patent search and exhibit basic knowledge on patent laws	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3				
CO2	2	3				
CO3	2	3				
CO4	2	3				
CO5	2	3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	5	25	25	25	20		100
CAT2	5	25	30	30	10		100
CAT3	10	25	35	30			100
ESE	10	20	25	20	25		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE18 - LEAN MANUFACTURING

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBC23	3	PE	3	0	0	3

Preamble	The course deals with operating the factory with the minimum possible resources and yet maximizing the productivity that is accomplished with these resources. Lean production works by eliminating the wasteful activities so that only the value adding and auxiliary activities are performed.						
Unit - I	Systems Approach:						9
Systems Approach: Lean Manufacturing Through Waste Elimination – 7 Wastes – Takt Time – Continuous Flow – Cellular Layout– Administrative Lean. Liker's Toyota Way – Philosophy, Process, People and Partners, Problem Solving. The TPS House- The Goals of TPS.							
Unit - II	Primary Tools used in Lean Systems:						9
Primary Tools used in Lean Systems: Meaning and Purpose of 5S Work place organization, Implementing 5S. Meaning and purpose of TPM, Pillars of TPM, Conditions for TPM success, TPM implementation process, OEE. Process Mapping and Value Stream Mapping (VSM) – Need for process maps, advantages, types and its construction, steps in preparing VSM							
Unit - III	Secondary Tools used in Lean Systems:						9
Secondary Tools used in Lean Systems: Cause and effect diagram, Pareto chart, Radar chart, Poke Yoke, Kanban, Automation, SMED, Standardized fixture, DFMA, JIT, Visual workplace, problems on Pareto analysis and Computation of Number of Kanban, Case Studies.							
Unit - IV	LMS Rules and Implementing LMS for higher productivity:						9
LMS Rules: Stability, Management, Standardized work, Pull system, Continuous improvement. Lean Implementation: Training, selecting the projects, preparing project charter, project implementation, Project Review. Implementing LMS for higher productivity: Operator, process machinery and equipment, workplace organization, Inventory, LMS Design Process.							
Unit - V	Toyota Production System:						9
Toyota Production System (TPS): Tools and Techniques, Lean Manufacturing Company Application , Building a Lean Learning Enterprise, Importance of Leadership, Changing the Culture, Tips for Transition to Lean Enterprise.							

Total:45

TEXT BOOK:

1. N. Goplakrishnan, "Simplified Lean Manufacture", 1st Edition, PHI Learning , New Delhi, 2010.
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REFERENCES:

1. Jeffrey Liker, "The Toyota Way", 1st Edition, McGraw Hill Education, New Delhi, 2017.
2. Devadasan S.R, "Lean and Agile Manufacturing", PHI Learning , New Delhi, 2012.
3. Rother M. and Shook J, "Learning to See: Value Stream Mapping to Add Value and Eliminate Muda", 1st Edition, Lean Enterprise Institute, Brookline, 2003.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify and examine the key requirements and concepts in lean manufacturing.	Analyzing (K4)
CO2	describe the working principle and application of primary tools used in Lean Manufacturing System	Applying (K3)
CO3	describe the working principle and application of secondary tools used in Lean Manufacturing System	Applying (K3)
CO4	identify and describe the potential enterprise issues associated with implementation, and evaluation of lean manufacturing principles.	Evaluating (K5)
CO5	design and apply lean manufacturing practices to manufacturing and service industry	Creating (K6)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3				
CO3	2	2				
CO4		3				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	5	15	40	40			100
CAT2	5	15	40	20	20		100
CAT3	5	15	30	20	10	20	100
ESE	5	15	25	25	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE19 - MATERIALS MANAGEMENT AND INVENTORY CONTROL

Programme & Branch	MBA	Sem.	3	Category	PE	L	2	T	0	P	2	Credit	3
Prerequisites	18MBC23												

Preamble	The course intends to equip students with updated knowledge of modern materials management concepts and aims to develop their functional expertise in the materials and inventory management disciplines.											
Unit - I	Introduction:											6
Introduction: Fundamentals of Materials Management, Material cycle, Suppliers Selection, Vendor Rating and Vendor Rating Techniques, Vendor Development and Vendor Relationship. Case on vendor rating.												
Unit - II	Purchase Management:											6
Purchase management: Materials Procurement; Tendering; Types of Tenders , Purchase Policy and Procedure, Negotiations, Purchase of High Capital Equipment and their Feasibilities.												
Unit - III	Warehousing:											6
Warehousing: Storage and warehousing concepts, Receipt, Warehouse type, Layout, issue of materials and updation of records; Manpower and equipment.												
Unit - IV	Classification and codification:											6
Classification and codification: Material Classification, Need and usage of classification, Single-dimensional classification, Multidimensional classifications –ABC , V.E.D. Analysis, F.S.N. Analysis, X.Y.Z. Analysis . Materials Codification, Usage of codification, Codification types. Case on material classification.												
Unit - V	Inventory control:											6
Inventory control: Inventory Systems for different demand situations, deterministic and probabilistic models, MRP and MRP-II – technical requirements, Software usage in Inventory management; Contemporary practices.												

List of Exercises / Experiments :

1.	Students are expected to study the materials management system of an industrial unit in the neighborhood and submit a report as a mini project highlighting the industry practices used at present and scope for adopting modern techniques. Industry practices such as vendor rating, tenders, warehouse layout, selective inventory control methods, MRP adopted are to be analysed and better practices, if any, are to be suggested by the student.
2.	Practice sessions on Use of spreadsheets for the following: i. Inventory classification ii. EOQ with discount iii. MRP calculations for dependent demand iv. Inventory simulation model v. Sensitivity analysis There will be five exercises.

Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Arnold and Chapman, "Introduction to Materials Management", 8th Edition, Pearson Education, New Dehi, 2017.
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REFERENCES:

1.	Gopalkrishnan and Abid Haleem, "Handbook of Material Management", 2nd Edition, PHI Learning , New Dehi, 2015.
2.	Prem Virat, "Materials Management", 4th Edition, Springer, 2014.
3.	Chitale, Gupta, Materials Management A Supply Chain Perspective: Text And Cases, 3rd Edition, PHI Learning, New Delhi, 2014.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the basics of materials management and select the best vendor for a given situation	Evaluating (K5) Manipulation (S2)
CO2	suggest the methodology and steps for procuring different types of materials for an organization	Applying (K3) Manipulation (S2)
CO3	understand storage and warehousing concepts	Understanding (K2) Precision (S3)
CO4	classify items based on various criteria for better inventory control	Analyzing (K4) Precision (S3)
CO5	develop templates in spreadsheet for making inventory decisions for independent and dependent demand items	Creating (K6) Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3				
CO2	1	3				
CO3		3				
CO4		3				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	5	15	30	30	20		100
CAT2	5	25	45	25			100
CAT3	5	15	20	20	20	20	100
ESE	5	15	25	20	20	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE20 - SERVICE OPERATIONS MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBC23	3	PE	3	0	0	3

Preamble	The aim of the course is to emphasize the importance of effective operations management in service industry. The course also helps the students to develop and specialize on the various approaches to efficient working of service industry.
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Unit - I	Understanding Services:	9
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Understanding Services: Role of services in the economy, Nature of services, Service strategy, New service development, Service blue print.

Unit - II	Designing the Delivery System:	9
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Designing the Delivery System: Service quality, Supporting facility and process flow, Process improvement and Service encounter, Service facility location.

Unit - III	Managing Service Operations:	9
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Managing Service Operations: Managing capacity and demand, Managing waiting lines, Capacity planning and queuing models, Forecasting demand for services.

Unit - IV	Managing Supplier:	9
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Managing Supplier: Service supply relationships – Outsourcing service – Vehicle Routing –Managing Facilitating Goods - Growth and Globalization of services.

Unit - V	Technology in Services:	9
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Technology in services: Managing service project – Internet service – E-Commerce – E- Business Model – Service Benchmark – Case analysis.

Total:45

TEXT BOOK:

- | | |
|----|---|
| 1. | James A Fitzsimmons, Mona J Fitzsimmons and Sanjeev Bordoloi, "Service Management: Operations, Strategy and Information Technology", 8th Edition, McGraw Hill Education, New Delhi, 2018. |
|----|---|

REFERENCES:

- | | |
|----|--|
| 1. | Robert Johnston, Graham Clark and Michael Shulver, "Service Operations Management: Improving Service Delivery", 4th Edition, Pearson Education, New Delhi, 2017. |
| 2. | Metters, King Metters and Pullman, "Successful Service Operations Management", 2nd Edition, Cengage Learning, New Delhi, 2012. |
| 3. | Vinnie Jauhari and Kriti Dutta, "Services: Marketing, Operations and Management", 1st Edition, Oxford Publications, New Delhi, 2014. |

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	appraise the central role that services play in the economics of nations and in world commerce	Evaluating (K5)
CO2	design a suitable system for delivery of services	Creating (K6)
CO3	manage the service delivery in operation	Applying (K3)
CO4	construct the service supply relationship and globalization of services	Creating (K6)
CO5	monitor and improve service performance through technology	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3				1	
CO2	3	2				
CO3		3				
CO4	3	3			2	
CO5	2	3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	5	15	25	25	15	15	100
CAT2	5	15	25	25	15	15	100
CAT3	5	15	30	30	10	10	100
ESE	5	15	25	25	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE21 - SUPPLY CHAIN MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PE	2	0	2	3

Preamble	The aim of the course is to expose the role of supply chain management in enterprise productivity in terms of efficiency, responsiveness and improved profits. The course also helps the students to look at the business from supply chain perspective, that too in a dynamic business environment.						
Unit - I	Introduction:						6
Introduction: Evolution – Decisions –Importance, Enablers, Drivers, Outsourcing, Make versus Buy, Supply Chain Performance in India.							
Unit - II	Managing Material Flow in Supply Chains:						6
Managing Material Flow in Supply Chains: Inventory Management, Types and Cost of Inventory – Managing Inventory – Modes of Transportation.							
Unit - III	Managing Information Flow in Supply Chains:						6
Managing Information Flow in Supply Chains: Demand forecasting Methods, IT in Supply Chain Management, Enabling SCM and Strategic Management Framework for IT Adoption.							
Unit - IV	Supply Chain Innovation:						6
Supply Chain Innovation: Supply Chain Integration, Internal and External Integration, Building Partnership and Trust in a Supply Chain.							
Unit - V	Supply Chain Restructuring:						6
Supply Chain Restructuring: Supply Chain Mapping, Postpone the Point of Differentiation, Changing the Shape of the Value-addition Curve, Advance the Customer Ordering Point.							

List of Exercises / Experiments :

Students are expected to do a mini project on the SCM activities for a manufacturing company on the following:

1.	Supply chain architecture
2.	Supply chain drivers
3.	Supply chain inventory practices
4.	Supply chain information management
5.	Literature review on SCM

Lecture:30, Practical:30, Total:60**TEXT BOOK:**

1.	Janat Shah, "Supply Chain Management: Text and Cases", 2nd Edition, Person Education, New Delhi, 2016.
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REFERENCES:

1.	Sunil Chopra and Peter Meindl, D.V. Kalra, "Supply Chain Management – Strategy, Planning and Operation", 6th Edition, Pearson Education , New Delhi, 2016.
2.	David N Burt, Donald W Dobler and Stephen L Starling, "World Class Supply Management: The Key to Supply Chain Management", 7th Edition, McGraw Hill Education, New York, 2017.
3.	Chandrasekaran N, "Supply Chain Management: Process, System and Practice", 1st Edition, Oxford University Press, Noida, 2012.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	examine the concept of supply chain management from a strategic perspective	Analyzing (K4)
CO2	design and control of flow of material along the supply chain in order to deliver superior value to the end customer in an effective and efficient manner	Creating (K6) Precision (S3)
CO3	construct a strategic management framework for IT adoption in supply chain	Creating (K6)
CO4	demonstrate proficiency in improving service level and minimizing costs through supply chain innovation	Applying (K3)
CO5	evaluating and restructuring supply chains process to deliver competitive advantage in a chain	Evaluating (K5) Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	3	2				
CO3	3	2				
CO4		3				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	15	30	30		15	100
CAT2	10	10	30	10	20	20	100
CAT3	10	15	20	25	30		100
ESE	10	10	30	20	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE22 - LOGISTICS MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PE	3	0	0	3

Preamble	The aim of the course is to create insights on the fundamentals of Logistics activities in Business setting. The course also helps the students to develop a logistic plan.						
Unit - I	Concepts of logistics management:						9
Concepts of logistics management – Introduction to logistics – Scope and definition – Importance – Structure – Competitive advantage through logistics – Channels of distribution – Channel selection – Outsourcing channels; Planning for logistics – Framework – Processes – Segmentation – Case Analysis.							
Unit - II	Warehousing and storage:						9
Warehousing and storage – Principles – Storage and handling systems – Order picking and packing – Receiving and dispatch – Case Analysis.							
Unit - III	Freight Transport:						9
Freight Transport – Modes of transport and selection – International logistics – Maritime – Air- Rail – Road Freight; Logistics performance monitoring – Detailed metrics and KPIs – Case Analysis.							
Unit - IV	Logistics outsourcing:						9
Logistics outsourcing – Benefits – Types – Value added services and drawbacks – Selection process. Logistics partnerships 3PL, 4PL and emergence of 5 PL- Case Analysis.							
Unit - V	Global Logistics:						9
Global Logistics – Issues in Global Logistics – Green Logistics, Reverse Logistics; Environmental and social factors that impact logistics functions and operations. Terms of Sale in global trade-INCOTERMS, Uniform Commercial code, Key Global Documentation – Case Analysis.							

Total:45**TEXT BOOK:**

1.	Alan Rushton, Phil Croucher and Peter Baker, "The Handbook of Logistics and Distribution Management", 6th Edition, Kogan Page, UK, 2017.
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REFERENCES:

1.	Donald J. Bowersox, David J. Closs, M. Bixby Cooper, "Supply chain logistics management", 4th Edition, McGraw Hill Education, New Delhi, 2017.
2.	Martin Christopher, "Logistics and Supply Chain Management", 5th Edition, Pearson Education, New Delhi, 2016.
3.	John Mangan and Chandra L. Lalwani, "Global Logistics and Supply Chain Management", 3rd Edition, John Wiley, Noida, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	construct the planning hierarchy for distribution and logistics	Creating (K6)
CO2	analyse the factors that are concerned with ware housing and storage	Analyzing (K4)
CO3	evaluate and Compare the factors for selection of mode of transport	Evaluating (K5)
CO4	explore the reasons to outsource logistics services and partner	Analyzing (K4)
CO5	apply the concept of international trade and its effect on logistics	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	3	2				
CO3	3	3				
CO4	3	3				
CO5	3	2			3	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	10	20	35	10	15	100
CAT2	10	10	20	30	30		100
CAT3	20	20	30	30			100
ESE	10	10	25	20	20	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE23 - BANKING TECHNOLOGY MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	3	PE	3	0	0	3

Preamble	The purpose of this course is to impart the knowledge about the role of technology in banking. This course familiarizes the students about core banking, banking channels, payments and settlement systems and the contemporary issues in banking technology.
Unit - I	Branch Operation and Core Banking: 9
Branch Operation and Core Banking: Introduction and Evolution of Bank Management - Technological Impact in Banking Operations - Total Branch Computerization - Electronic Banking Products - Core Banking - Centralized Banking - Banking Technology-The Road Ahead.	
Unit - II	Delivery Channels: 9
Delivery Channels: Overview of Delivery Channels - Automated Teller Machines - Anywhere Anytime Banking - Internet Banking - Mobile Banking - Phone Banking - Call centers - Payment Gateways - Card Technologies - MICR Electronic Clearing, Security in Delivery channels.	
Unit - III	Inter Bank Payment and Settlement System: 9
Inter Bank Payment and Settlement System: Interface with Payment System Network - Structured Financial Messaging System - National Electronic Fund Transfer System (NEFT) - Electronic Clearing System (ECS) - SWIFT – Real Time Gross Settlement (RTGS) - Negotiated Dealing Systems (NDS) and Securities Settlement System - Electronic Money – E Cheques – RuPay: India's Card Payment Network - Security Issues in Electronic Payment Systems.	
Unit - IV	Back Office Operations: 9
Back Office Operations: Bank Back Office Management - Inter Branch Reconciliation - Treasury Management – Forex Operations - Risk Management - Data Centre Management- Network Management - Customer Relationship Management.	
Unit - V	Contemporary Issues in Banking Techniques: 9
Contemporary Issues in Banking Techniques: Analysis of Rangarajan Committee Report - Banking Softwares – Security in Electronic banking – Budgeting - Licensing Small banks and Payment Banks – Fintech companies - Case studies on banking technology.	

Total:45**TEXT BOOK:**

1.	Indian Institute of Banking and Finance, "Digital Banking", 1st Edition, Taxmann Publications, Chennai, 2016.
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REFERENCES:

1.	Revathy Sriram M, "Core Banking Solution", 2nd Edition, PHI Learning, New Delhi, 2013.
2.	Muraleedharan D, "Modern Banking Theory and Practice", 2nd Edition, PHI Learning, New Delhi, 2014.
3.	Vadlamani Ravi, "Introduction to Banking Technology and ManagementII", Institute for Development and Research in Banking Technology, India, 2011.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyze the working mechanism of various electronic banking services e-banking, mobile banking etc	Analyzing (K4)
CO2	demonstrate the understanding on the functioning of core banking and centralized banking systems	Applying (K3)
CO3	assess and validate the operations of different payment and settlement systems	Analyzing (K4)
CO4	gain knowledge and apply risk management techniques and data protection systems	Applying (K3)
CO5	apprehend and analyze contemporary issues in Indian Banking System	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3				
CO2		3				
CO3			3			
CO4		3				
CO5			2			
1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy						

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	25	25	30			100
CAT2	15	25	30	30			100
CAT3	15	20	35	30			100
ESE	15	20	35	30			100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE24 - INTERNATIONAL MARKETING

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBC21	3	PE	3	0	0	3

Preamble	The purpose of this course is to familiarize with international marketing; international product decision, pricing decision, promotion and distribution strategies.						
Unit - I	International Marketing:						9
International Marketing: International Marketing vs Domestic Marketing – Challenges Firms Face in International Marketing – Motivating Factors of International Marketing - WTO: Impact on International Marketing – Marketing Research.							
Unit - II	International Product Decision:						9
International Product Decision: Product Planning for International Markets – Product Standardization and Adaptation – Challenges to New Product Launch in International Markets – Considerations; International Product Packaging – International Product Life Cycle – Case on International Product Design.							
Unit - III	Pricing Strategy for International Markets:						9
Pricing Strategy for International Markets: Basic Pricing Approaches to International Markets – The Price Quotation – Transfer Pricing – Dumping and Price Distortion Counter Trade.							
Unit - IV	International Distribution:						9
International Distribution: Direct and Indirect Marketing Channels in a Foreign Country – Costs Involved in Foreign Distribution – International Logistics and Global Supply Chain Management – Information Requirements for Export Pricing – Distribution Practices and Challenges.							
Unit - V	Promotion and Marketing Communication:						9
Promotion and Marketing Communication: Export Marketing Promotion and Communication Decisions – Communication Mix – Role of Export Promoting Organizations – Trade Fairs and Exhibitions – Personal Selling in International Markets – Management of Sales Force – Problems in International Marketing Communication.							

Total:45

TEXT BOOK:

1.	Justin Paul, Ramneek Kapoor, "International Marketing – Text and Cases", 2nd Edition, McGraw Hill Education, , New Delhi, 2012.
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REFERENCES:

1.	Varshney, B, Bhattacharyya, "International Marketing Management", 25th Edition, S Chand & Company, New Delhi, 2015.
2.	Gerald Albaun, Edwin Duerr, "International Marketing and Export Management", 7th Edition, Pearson Education, New Delhi, 2016.
3.	Srinivasan. R, "International Marketing", 1st Edition, PHI Learning, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the basic frame work of international marketing	Understanding (K2)
CO2	explore implications of international product decisions	Analyzing (K4)
CO3	examine the different methods of international price quotations	Analyzing (K4)
CO4	develop an international distribution channel for a given market situation	Creating (K6)
CO5	able to examine the role of export promotion organization, trade fairs and exhibitions and personal selling in international marketing	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2				3	
CO2					3	
CO3					3	
CO4				2	3	
CO5				2	3	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	15	25	30	30			100
CAT2	15	25	25	35			100
CAT3	5	10	15	35	20	15	100
ESE	10	10	10	25	25	20	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE25 - PROJECT FINANCE

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	4	PE	3	0	0	3

Preamble	The course is designed to provide students with an introduction to the expanding and rapidly-changing project finance market and an understanding of the myriad risks involved in developing large-scale projects around the world. The course seeks to develop the technical and analytical skills—both quantitative and qualitative—that are required to evaluate, structure and finance complex infrastructure projects						
Unit - I	Project:						9
Project: Concept, Classification, Project Organizational Structures. Project Finance: Definition, Components, Project Financing versus Direct Financing, International Project Finance, Project Finance Participants and their roles – Commercial lenders, Bond holders, Types of Capital Investments.							
Unit - II	Capital Budgeting:						9
Capital Budgeting: Phase of Capital Budgeting, Risk Identification and Management in Project Finance - Credit Risk and Refinance Risk. Project Formulation: Generation and Screening of Project Ideas							
Unit - III	Project Analysis:						9
Project Analysis: Feasibility Study, Market and Demand Analysis, Technical Analysis, Financial Estimates and projections – case study.							
Unit - IV	Project Evaluation:						9
Project Evaluation: Basic Techniques, Investment Criteria and Project Cash Flows, Advanced Techniques, Risk Analysis, Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Simulation Analysis and Decision Tree Analysis.							
Unit - V	Financing:						9
Financing: Financing of Projects, Project Finance Structures, Source of project Funds - Commercial loan financing, Equity investments, Export Credit Financing, Financing Infrastructure Projects, Public Private Partnership and Other financing options.							

Total:45

TEXT BOOK:

1.	Prabuddha K. Das, "PPP and Project Finance", 1st Edition, McGraw Hill Education, New Delhi, 2012.
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REFERENCES:

1.	Yescombe E. R, "Principles of Project Finance", 2nd Edition, Elsevier Science, 2013.
2.	Prasanna Chandra, "Projects: Planning, Analysis, Selection, Financing, Implementation and Review", 8th Edition, McGraw Hill Education, New Delhi, 2017.
3.	John D. Finnerty, "Project Financing: Asset-based Financial Engineering", 3rd Edition, John Wiley, New Delhi, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the concept of project financing and its significance in large projects	Applying (K3)
CO2	evaluate the risk associated with capital budgeting	Evaluating (K5)
CO3	apply the knowledge for preparing a project analysis	Applying (K3)
CO4	evaluate the projects using advances in investment evaluation technique	Evaluating (K5)
CO5	identify and appraise the various source of project financing	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	1		3			
CO3	2		3			
CO4	2		3			
CO5	3		2			

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	15	30	25	20		100
CAT2	15	10	25	30	20		100
CAT3	10	15	25	25	25		100
ESE	15	15	30	25	15		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE26 - BUSINESS VALUATION AND CORPORATE RESTRUCTURING

Programme & Branch	MBA	Sem.	4	Category	PE	L	3	T	0	P	0	Credit	3
Prerequisites	Nil												

Preamble	This course aids the student to have an understanding of corporate restructuring and to do corporate valuation by using different discounted cash flow techniques and able to differentiate the optimal mix.											
Unit - I	Introduction:											9
Introduction - An Overview on Merger, Amalgamation, Acquisition, Demerger, Reverse Mergers, Takeover. DCF Techniques, Other DCF Models, Other Non - DCF Approaches.												
Unit - II	Valuation:											9
Valuation: Determining the Value of Acquiring and Target Firms, Valuation of Intangible Assets. Valuation Techniques - Asset based and Market based, Writing the Valuation Report , Value Enhancement , Case Studies in Valuation.												
Unit - III	Corporate Restructuring:											9
Corporate Restructuring: - Need and Objectives of Restructuring, Techniques – expansion, Financial Restructuring, Process of Restructuring, The Impact of Restructuring on the Value of the Firm.												
Unit - IV	M and A in companies Act, 2013:											9
M and A in companies Act, 2013: Restrictions on insider trading, Approval process, issue of bonus shares, Due Diligence, SEBI Guidelines, and Solvency Code.												
Unit - V	Gains Analysis of Mergers and Acquisitions:											9
Gains Analysis of Mergers and Acquisitions: Funding of Mergers and Acquisitions, Financing Techniques, Various Sources of Financing Including Deferred Payment, Leveraged Buyouts, Determining the Optimal Mix for a Given Company.												

Total:45

TEXT BOOK:

1.	Kamal Ghosh Ray, "Mergers and Acquisitions: Strategy, Valuation and Integration", 2nd Edition, PHI Learning, New Delhi, 2012.
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REFERENCES:

1.	Prasanna Chandra, "Corporate Valuation- a guide for analyst, manager and investor ", 1st Edition, Mc Graw Hill Education, New Delhi, 2011.
2.	Chandrashekar, Krishnamurti and Vishwanath S.R, "Merger, Acquisitions and Corporate Restructuring", 3rd Edition, Sage Publication, New Delhi, 2017.
3.	Aswath Damodaran, "Damodaran on valuation", 2nd Edition, John Wiley, New Delhi, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply different models for valuation of an organisation	Applying (K3)
CO2	value intangible assets and write valuation report	Analyzing (K4)
CO3	assess the impact of restructuring on the value of the firm	Applying (K3)
CO4	apply the SEBI guidelines and solvency codes	Analyzing (K4)
CO5	determine the optimal mix for a given company	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	1	2				
CO3		3				
CO4		2		1		
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	20	30	30			100
CAT2	20	20	30	30			100
CAT3	10	20	30	40			100
ESE	10	20	30	40			100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE27 - MERCHANT BANKING AND FINANCIAL SERVICES

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	4	PE	2	0	2	3

Preamble	The purpose of this course is to acquaint the students with various components of the financial system and their workings. In the globalised context, the Indian Financial System has metamorphosed in to a substantive, competitive and cost effective system and hence, it is essential to study in depth about its structure and recent developments. The students can learn about various Merchant Banking operations and functions.						
Unit - I	Merchant Banking:						6
Merchant Banking: Functions, Regulatory Framework – SEBI Regulations on Merchant Bankers, SEBI Guidelines on Markets, Merchant Banking in India.							
Unit - II	Public Issue Management:						6
Public Issue Management – Mechanism, Categories of Securities Issue, Role of Issue Manager, Marketing of New Issues, Post Issue Activities – Pricing, Laws Relating to Issue Management.							
Unit - III	Role of Merchant Banker:						6
Role of Merchant Banker: Prospectus Preparation, Under Writing of Securities, Capital Structure Decisions, Dealing with Registrar, Brokers and Advertising Consultant.							
Unit - IV	Fee Based Management Services:						6
Fee Based Management Services – M and A Advisory Services, Corporate Restructuring, Portfolio Management Services, Credit Syndication, Credit Rating, Mutual Funds.							
Unit - V	Fund Based Financial Services:						6
Fund Based Financial Services – Leasing and Hire Purchasing – Financial Evaluation and Implications, Consumer Credit, Credit Cards, Real Estate Financing, Bills Discounting, Factoring and Forfeiting, Venture Capital, Securitization.							

List of Exercises / Experiments :

1.	Conduct a study in bank/financial institution providing leasing/hire purchase/ factoring service and submit a report on merchant banking services.
2.	Perform a study in AMC of mutual fund on the following i) Functioning of AMC ii) Settlement Process iii) Fund Management Details, Portfolio Manager Profile iv) Classification of Portfolio and various types of Mutual Fund
6.	Students can visit any broker's office or registrar's office and learn about pre issue and post issue activities.

Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Gurusamy S, "Merchant Banking and Financial Services", 4th Edition, McGraw Hill Education, New Delhi, 2013.
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REFERENCES:

1.	Madhu Vij and Swati Dhawan, "Merchant Banking and Financial Services", 2nd Edition, McGraw Hill Education, New Delhi, 2013.
2.	Khan M Y, "Financial Services", 8th Edition, McGraw Hill Education, New Delhi, 2015.
3.	Ravichandran K, "Merchant Banking and Financial Services", 1st Edition, Himalaya Publishing House, Mumbai, 2013.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	examine the role and functions of Merchant Banker	Analyzing (K4)
CO2	illustrate public issue activities of Merchant Banker	Applying (K3) Manipulation (S2)
CO3	interpret the Merchant Banking Regulatory Frameworks	Applying (K3) Precision (S3)
CO4	evaluate the various fee Based Management Services	Evaluating (K5) Manipulation (S2)
CO5	evaluate the various fund Based Management Services	Evaluating (K5)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3					
CO3	3	2				
CO4	3	3				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	30	30	20			100
CAT2	25	35	40				100
CAT3	10	15	30	30	15		100
ESE	10	20	30	30	10		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE28 - INSURANCE AND RISK MANAGEMENT

Programme & Branch	MBA	Sem.	4	Category	PE	L	2	T	0	P	2	Credit	3
Prerequisites	Nil												

Preamble	The aim of this course makes the students to understand the principles and practices of risk management in order to enable the optimum strategy for handling of the risks in an organization.
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Unit - I	Risk Management:	6
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Risk Management: Concept of Risk - Business Risk: Nature, Causes and Types, Enterprise Risk Management, Risk Aversion and Demand for insurance - By individuals - By corporations, Insurability of risk, Contractual Provisions, Risk retention and reduction decisions.

Unit - II	Tools for Handling Risk & Insurance:	6
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Tools for Handling Risk & Insurance: Methods of Handling Risks, Analytical tools used in corporate risk management, products liability, Environmental liability, Directors and Officers liability, Case Study. Insurance: Purpose and Principles, Private players in Indian Insurance Industry, Classification of Insurance, Framework for IRDA rules and regulations.

Unit - III	Indian Insurance Industry & Types:	6
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Indian Insurance Industry & Types: Historical Background, Reforms, Future Trends, relation between insurance and economic growth. Life Insurance: Essential features, Advantages and Types of Life Insurance Plans. Fire Insurance: Underlying Principles, Types, Settlement of Claims. Marine Insurance: Scope, Contracts, Fundamental Principles, Policies, Types of Marine Losses, Important Clauses.

Unit - IV	Non-Life Insurance:	6
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Non-Life Insurance: Health Insurance: Types of Policies, Health Insurance schemes in India, Case Study. Motor Vehicle Insurance: Taxonomy of Motor Vehicles, Types of policies – Third party Insurance – Comprehensive coverage – Conditions and Exclusions – Settlement of Claims. Miscellaneous Insurance: Types.

Unit - V	Insurance Pricing and Underwriting:	6
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Insurance Pricing and Underwriting: Insurance Pricing - Objectives, Rating Methods, Reinsurance, Calculation of Premium, Methods of Loading, Classification of Expenses, Payments of Premium, Rate Making. Insurance Underwriting - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting. Reinsurance: reinsurance and double insurance in the insurance sector.

List of Exercises / Experiments :

1.	Analyze the insurance potential in India based on IRDA Annual Reports and Statistical Data given by IIB (Insurance Information Bureau)
2.	Prepare a performance analysis for leading life and non-life insurance companies in India based on the secondary data available in various sources
3.	Literature study on insurance and risk management.

Lecture:30, Practical:30, Total:60**TEXT BOOK:**

1.	Scott Harrington and Gregory Niehaus, "Risk Management and Insurance", 2nd Edition, McGraw Hill Education, New Delhi, 2017.
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REFERENCES:

1.	George E. Rejda and Michael McNamara, "Principles of Risk Management and Insurance", 13th Edition, Pearson Education, New Delhi, 2017.
2.	Jyotsna Sethi and Nishwan Bhatia, "Element of Banking and Insurance", 2nd Edition, PHI Learning, New Delhi, 2012.
3.	Mark S Dorfman, "Introduction of Risk Management and Insurance", 10th Edition, Pearson India, New

Delhi, 2012.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the insurance concepts to identify business risk and risk management process	Applying (K3)
CO2	analyze the analytical tools for handling risk	Analyzing (K4) Precision (S3)
CO3	evaluate the functions and framework of insurers and regulators in various categories of insurance	Evaluating (K5)
CO4	identify financial objectives and investment trends of Insurance companies	Analyzing (K4)
CO5	evaluating with the methods of computing premiums for different types of insurance products	Evaluating (K5) Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3				
CO3	3					
CO4	3					
CO5	3					

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	25	30	25			100
CAT2	15	15	30	25	15		100
CAT3	10	10	35	30	15		100
ESE	10	15	25	25	25		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE29 - EMPLOYEE RELATIONS MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBT22	4	PE	3	0	0	3

Preamble	The aim of this course is to make the students, understand the issues involved in Employee relations and its components in order to create peaceful organizational environment. This also familiarizes the students about industrial disputes and the role of Trade unions in organizational environment.						
Unit - I	Employee Relations Management:						9
Employee Relations Management (ERM): Introduction, Overview, Importance, Employee Relations Management Tools, Core Issues of Employee Relations Management. Strategy and Employment Policies, Future Challenges – Case Study on Employee Relations.							
Unit - II	The Psychological Contract:						9
The Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys. Performance Management Services, Quality, Involvement and Commitment as Competitive Advantages – Case Study on Employee Commitment.							
Unit - III	Industrial Relations:						9
Industrial Relations: Concept, Objectives, Functions, Factors determining Industrial Relations, Approaches to Industrial Relations, Evaluation, Prerequisites for Harmonious Industrial Relations, Overcoming the Shortcomings of the Industrial Relations – Case Study on Industrial Relations.							
Unit - IV	Industrial Disputes:						9
Industrial Disputes: Concept, Forms, Causes, Consequences, Prevention, Industrial Peace, Machinery for settlement of Industrial Disputes, Conciliation, Arbitration, Adjudication. Grievance Handling Collective Bargaining and Negotiation – Case Study on Employee Disputes.							
Unit - V	Trade Union:						9
Trade Union: Functions, History of Trade Unions in India, Principles to Govern Trade union, Classification, Problems, Registration and Recognition of Trade Union, Rights and Privileges of Registered Trade Unions, Submission of Returns, Penalties and Fines, Power to Make Regulations – Case Study on Trade Union Practices.							

Total:45**TEXT BOOK:**

1.	Singh, P.N. and Neeraj, Kumar, "Employee Relations Management", 1st Edition, Pearson Education, New Delhi, 2011.
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REFERENCES:

1.	Sivarethnamohan R, "Industrial Relations and Labour Welfare", 3rd Edition, PHI Learning, New Delhi, 2016.
2.	Venkataratnam.C.S and Manoranjan Dhal, "Industrial Relations", 2nd Edition, Oxford University Press, New Delhi, 2017.
3.	Dwivedi R.S, "Human Relations and Organizational Behaviour", 5th Edition, Macmillan India, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyze the issues involved in employee and employer relationship	Analyzing (K4)
CO2	design & Conduct employee survey to improve employee commitment through psychological contract	Creating (K6)
CO3	formulating strategies to ensure harmonious industrial relation	Creating (K6)
CO4	identify the different dimensions of industrial disputes and select suitable mechanism to settle dispute	Applying (K3)
CO5	recommend strategies to Manage trade union to improve industrial peace	Evaluating (K5)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3		3			
CO2	3		1			
CO3	3		3			
CO4	3		2			
CO5	3		1			

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	5	10	30	20	20	15	100
CAT2	5	10	25	25	20	15	100
CAT3	5	10	25	20	25	15	100
ESE	5	10	25	25	20	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE30 - TALENT MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBT22	4	PE	3	0	0	3

Preamble	The aim of this course is to make the students, understand the importance of managing talents in an organization and develop strategies and techniques to acquire, maintain and retain the best talents in the organization.
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Unit - I	Introduction to Talent Management:	9
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Introduction to Talent Management: Overview, Need, Key Processes of Talent Management, Talent vs knowledge people, Consequences of Failure, Tools for Talent Management System – Case Study on Talent Acquisitions.

Unit - II	Critical Success Factors:	9
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Critical Success Factors: Create Talent Management System, Factors of unique talent management approach, Key Elements: Stages of Talent Management, Essentials of Talent Management Process – Case Study on Talent Management Approach.

Unit - III	Approaches to Talent Management:	9
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Approaches to Talent Management: Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies – Case Study on Talent Mapping.

Unit - IV	Talent Management and Organizational Environment:	9
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Talent Management and Organizational Environment: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Talent Acquisition: Talent Acquisition, Recruiting Process, Talent acquisition management solutions – Case Study on Succession Planning.

Unit - V	Talent Engagement:	9
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Talent Engagement: Best Practices for Talent Engagement, Retention, Improving Employee Retention. Compensation and reward strategies for Effective Talent Management – Case Study on Employee Retention.

Total:45

TEXT BOOK:

1.	Subhash Malviya, "Talent Management Principles and Practices", 1st Edition, Adhyayan Publishers , New Delhi, 2012.
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REFERENCES:

1.	Louis Carter and Marshall Goldsmith, "Best Practices in Talent Management", 2nd Edition, BPI Publication, New Delhi, 2015.
2.	Stephen Frost and Danny Kalman, "Inclusive Talent Management: How Business can Thrive in an Age of Diversity", 1st Edition, Kogan Page, UK, 2016.
3.	Joshi, Vohra, "Talent Management", 1st Edition, Cengage Learning, New Delhi, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	assess the importance of talent management and distinguish between talent and knowledge	Evaluating (K5)
CO2	identify the key elements and critical success factors of talent management	Applying (K3)
CO3	develop talent management strategy to map the business needs	Creating (K6)
CO4	formulate the process to acquire, manage and succession of talent in organization	Creating (K6)
CO5	evaluate the best practices in talent engagement and talent retention to plan effective compensation strategy	Evaluating (K5)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3				
CO2	2	3				
CO3	2	3				
CO4	2	3				
CO5	2	3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	5	10	35	25	25		100
CAT2	10	10	30	20	20	10	100
CAT3	10	10	25	20	20	15	100
ESE	10	15	25	20	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE31 - STRESS MANAGEMENT

Programme & Branch	MBA	Sem.	4	Category	PE	L	3	T	0	P	0	Credit	3
Prerequisites	Nil												

Preamble	This course aims to impart an understanding of stress, its causes, consequences and to overcome the stress with help of humor , yoga, counseling and effective time management.
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Unit - I	Stress:	9
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Stress: Model, Potential Sources of Stress: Environmental, Organizational, Individual – Consequences of Stress: on the Organization, Reflection on Work and Performance of Individuals: Helplessness, Anxiety, Burnout, Psychological illness, Physical illness.

Unit - II	Manifestation of Stress:	9
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Manifestation of Stress: Stages of Stress, Signs of Stress at work, Behavioral Symptoms – Effects on the Organization, Individuals. Managing Stress by Organization: Identifying and Ameliorating Organizational Causes of Stress – Case Studies on Stress Management.

Unit - III	Conflict Management:	9
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Conflict Management: Individual Perceptions and Conflicts, Exercise on Misperceptions, Misconceptions and Misunderstandings, Reducing Inter personal Conflict: Humor at Work, Yoga. Counseling; Steps in Effective Counseling– Case Studies on Conflict Management.

Unit - IV	Managing Stress by Individuals:	9
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Managing Stress by Individuals: Self Discovery: Self Awareness, Self Identification Exercise, Transactional Analysis, Life Positions, Assertiveness, Role Play – How to say No – Expressing Feelings, Feedback on Behavior – Case Studies on Transactional Analysis.

Unit - V	Stress Management Techniques:	9
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Stress Management Techniques: Avoiding Procrastination, Overcoming Stress: Tools and Techniques for Managing Stress, Physical Workouts, Restructuring the Living Pattern, Relaxation – Case Studies on Stress Management Techniques.

Total:45

TEXT BOOK:

1. Wolfgang Linden, "Stress Management", 3rd Edition, Sage Publishers, USA, 2015.

REFERENCES:

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| 1. Venkatapathy R. and Prasanna T Jackson, "Managing Interpersonal Effectiveness", 2nd Edition, Adithya Publishers, Coimbatore, 2013. |
| 2. Mcgrath E.H, "Basic Managerial Skills for All", 10th Edition, PHI Learning, New Delhi, 2014. |
| 3. Promod Batra, "Simple Ways to Manage Stress", 1st Edition, Think Inc, New Delhi, 2016. |

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify the sources and its effects of stress	Applying (K3)
CO2	identify the symptoms of stress and know the stress management process	Applying (K3)
CO3	evaluate the causes of conflicts and implement strategies to manage conflict	Applying (K3)
CO4	perform Transaction Analysis	Analyzing (K4)
CO5	adopt suitable stress management technique for a given situation	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2			3			
CO3			3			
CO4			3	1		
CO5		1	3			

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	30	30	40				100
CAT2	25	35	40				100
CAT3	25	25	25	25			100
ESE	20	25	30	25			100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE32 - PERFORMANCE MANAGEMENT SYSTEMS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	4	PE	2	0	2	3

Preamble	Performance Management Systems would help the students to use objectives and measurable criteria for assessing employee performance in organizations. Students will understand that the organization's goals become part of the requirements for individual employees.
Unit - I	Conceptual Framework of Performance Management: 6
	Conceptual Framework of Performance Management: Performance Management Process: Objectives and Components of Performance Management System. ; Performance Planning; Ongoing Support and Coaching; Performance Measurement and Evaluation.
Unit - II	Performance Appraisal: 6
	Performance Appraisal: Performance Management and Performance Appraisal, Methods of Performance Appraisal; Appraisal Communication; Counselling. Case study
Unit - III	Performance Linkages: 6
	Performance Linkages: Identifying Potential for Development; Linking Pay With Performance. Linkage of Performance Management System With Other HR Practices.
Unit - IV	Implementation of performance Management: 6
	Implementation of performance Management: Implementing Performance Management System-Strategies and Challenges; Characteristics of Effective Performance Metrics; Role of HR Professionals in Performance Management. Case study.
Unit - V	Issues in Performance Management: 6
	Issues in Performance Management: Performance Management as an aid for Learning and Employee Empowerment; Performance Management Documentation; Performance Management Audit; Use of Technology and E-PMS, Case study on Performance Management Practices in Indian Organizations.

List of Exercises / Experiments :

Students to carry out a mini project by covering the following:	
1.	Study on performance management system of a company
2.	Prepare two excel based templates on performance metrics for the above company

Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Dipak Kumar Bhattacharyya, "Performance Management systems and strategies", 1st Edition, Pearson Education, New Delhi, 2011.
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REFERENCES:

1.	Sarma A.M, "Performance Management System", 1st Edition, Himalaya Publications, Mumbai, 2016.
2.	Kohli.A.S and Deb.T, "Performance Management", 7th Edition, Oxford University Press, New Delhi, 2012.
3.	Aguinis, Herman, "Performance Management", 3rd Edition, Pearson Education, New Delhi, 2013.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	demonstrate the different dimensions of performance management	Applying (K3) Precision (S3)
CO2	differentiate between Performance Appraisal and Performance Management	Analyzing (K4)
CO3	evaluate performance management system with other HR practices	Evaluating (K5)
CO4	execute performance management system in organization	Applying (K3) Precision (S3)
CO5	examine the various situations to be handled in performance management	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1			
CO2	1	2				
CO3		2	2			
CO4		2	1			
CO5		2	1			

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	15	20	30	35			100
CAT2	10	20	30	20	20		100
CAT3	15	20	30	35			100
ESE	10	10	30	25	25		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE33 - TEAM DYNAMICS AT WORK

Programme & Branch	MBA	Sem.	4	Category	PE	L	2	T	0	P	2	Credit	3
Prerequisites	Nil												

Preamble	This course would make the students to understand how team dynamics in management help managers to coordinate the behavior of individuals to achieve organizational goals. The study of team dynamics helps in understanding decision-making behavior, tracking epidemics, creating therapy, and following new ideas and technologies at work place.											
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Unit - I	Team:	6
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Team: Definition of Team, Types and Significance of Work Teams, Use of Teams in Organizations, Differences Between Groups and Teams. Case Study.

Unit - II	Formation of Team:	6
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Formation of Team: Concept, methods, Pitfalls in Team Formation, Categories of Teams. Team Dynamics: Interpersonal and Intra-Personal Processes of Behavior, Emotional Expressions, Transactional Analysis.

Unit - III	Team effectiveness:	6
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Team effectiveness: Makings of Effective Interpersonal Relationship. Conceptual Understanding of Group Dynamics. Understanding the Group Process. Cross-Functional Teams; Action Teams. Best Practices for Team Effectiveness. Case study.

Unit - IV	Empowerment and Participation:	6
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Empowerment and Participation - The nature of empowerment and participation, Approaches to empowerment, How participation works, Programs for participation, Important considerations in participation.

Unit - V	Skills for Managing Team:	6
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Skills for Managing Team: Enhancing Morale and Decision Making Skills for Effective Team Management. Factors Influencing to Motivate Team Members. Communication among Team Members.

List of Exercises / Experiments :

1.	Carryout literature review on team dynamics
2.	Designing and developing any two team building exercises

Lecture:30, Practical:30, Total:60**TEXT BOOK:**

1.	Amy C Edmondson, A, "Teaming: How organizations Learn, Innovate and Compete in the Knowledge Economy", 1st Edition, Jossey-Bass, San Francisco, 2012.
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REFERENCES:

1.	Daniel Levi, "Group Dynamics for Teams", 3rd Edition, Sage Publications, New Delhi, 2011.
2.	Sabu R.K, "Group Dynamics and Team Building", 1st Edition, Excel Books, New Delhi, 2008.
3.	Timothy M. Franz, "Group Dynamics and Team Interventions: Understanding and Improving Team Performance", 1st Edition, John Wiley, New Delhi, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	demonstrate the importance of team at work place	Applying (K3)
CO2	interpret the difference between interpersonal and intra-personal processes of behavior	Applying (K3)
CO3	appraise the knowledge on conceptual understanding of team effectiveness	Evaluating (K5) Manipulation (S2)
CO4	use of decision making skills for effective team management	Applying (K3) Precision (S3)
CO5	value the communication among team members	Evaluating (K5) Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2				
CO2		2	3			
CO3		1	2	1		
CO4		2	2			
CO5	1			3		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	30	30	40				100
CAT2	15	15	30	20	20		100
CAT3	10	10	25	25	30		100
ESE	10	15	25	20	30		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE34 - MARKETING RESEARCH

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBC21, 18MBC24	4	PE	2	0	2	3

Preamble	This course makes the students to understand quantitative and qualitative methods of marketing research practices in modern marketing. The students get familiarized with fundamental concepts in marketing research and techniques used in marketing research.						
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Unit - I	Marketing Research Dynamics, Product Research and Consumer Buying Behavior Research:	6
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Marketing Research Dynamics: Meaning, Nature and Scope, Various Types of Marketing Research. Product Research: Importance of Product Research in Marketing Research, Identifying Desired Characteristics of a Product or Service - Consumer Buying Behavior Research: Attitude, Perception, Learning Survey on Product- Segmenting and Positioning Survey- New Product Development Research and its Analysis, Case Study.

Unit - II	Pricing Research, Pricing Methods and Special Pricing Techniques:	6
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Pricing Research: Need, Measuring Willingness to Pay, Pricing a New Product. Pricing Methods: Behavioral Theory of Pricing, Market Segmentation and Pricing, Value Based Pricing, Product Line Pricing, Estimating Price Sensitivity, Special Pricing Techniques: Non Linear Pricing, EDLP, Innovative pricing, etc.,

Unit - III	Promotion Research and Media Research:	6
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Promotion Research: Objective - Consumer Brand Knowledge, Brand Identity, Personality And Brand Associations Through Survey, Understanding Consumer Behavior on Various Promotion Methods. Media Research: Need and its Types- Strategy Formulation on Promotion, Case Studies.

Unit - IV	Place/Distribution Research and Research on Sales Management:	6
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Place/Distribution Research: Importance, Distribution Strategy Research, Channel Design and Implementation Study, Channel Power and Conflict Research. Research on Sales Management: Territory Allocation, Sales Compensation Analysis, Evaluation and Control of Sales Personnel.

Unit - V	Recent Trends in Marketing Research:	6
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Recent Trends in Marketing Research: Marketing Information System, Online Marketing Research, Research in Related Areas: Lifestyle, Social Marketing, Rural Marketing, Services Marketing, Brand Equity Research, Case Studies.

List of Exercises / Experiments :

1.	Mini-project on Marketing Research with following contents: <ul style="list-style-type: none"> • Literature review in marketing research • Questionnaire design • Data collection • Qualitative and quantitative analysis • Report submission on market research topics
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Lecture:30, Practical:30, Total:60**TEXT BOOK:**

1.	Beri G.C, "Marketing Research", 5th Edition, McGraw Hill Education, New Delhi, 2013.
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REFERENCES:

1.	Rajendra Nargundhar, "Marketing Research – Text and Cases", 3rd Edition, McGraw Hill Education, New Delhi, 2017.
2.	Malhotra and Dash, "Marketing Research: An Applied Orientation", 7th Edition, Pearson Education , New Delhi, 2015.
3.	William G. Zikmund, Barry J. Babin, "Essentials of Marketing Researchq", 6th Edition, Cengage Learning, New Delhi, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the marketing research process and its application in product research	Applying (K3), Precision (S3)
CO2	execute pricing research for a given product	Analyzing (K4)
CO3	develop a research plan for brand promotion	Applying (K3), Precision (S3)
CO4	provide method for improving distribution by conducting a research	Analyzing (K4)
CO5	exhibiting knowledge on the latest trends and development in marketing research	Evaluating (K5)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3				
CO2	3	3				
CO3	3					
CO4		2				
CO5		2				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	25	35	30			100
CAT2	15	20	35	30			100
CAT3	15	15	35	20	15		100
ESE	15	15	30	20	20		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE35 - SALES AND DISTRIBUTION MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBC21	4	PE	3	0	0	3

Preamble	The course is aimed at developing an understanding of the sales and distribution processes in organizations. The students gain insights on the approaches, strategic aspects and trends in sales force and distribution channel management.						
Unit - I	Sales Management:						9
Sales Management: Introduction, Nature and Scope, Role and Skill of Sales Manager, Types of Sales Management Positions, Theories of Personnel Selling, Personal Selling Strategies, Sales Forecasting and Budgeting Decisions, Emerging Trends in Sales Management.							
Unit - II	Personal Selling Process:						9
Personal Selling Process: The Personnel Selling Process, Relationship Selling, Designing and Managing Sales Territories, Sales Quotas and Sales Organization Structures, Case Studies.							
Unit - III	Sales Force Management:						9
Sales Force Management: Recruitment and Selection of Sales Force, Training, Motivating and Compensating the Sales Force, Controlling the Sales Force, Case Studies							
Unit - IV	Distribution Management:						9
Distribution Management: Introduction, Need and Scope of Distribution Management, Marketing Channels Strategy, Levels of Channels, Institutions for Channels- Retailing Wholesaling, Designing Channel Systems, Channel Management, Case Studies.							
Unit - V	Market logistics and supply chain management:						9
Market logistics and supply chain management: Definition and Scope of Logistics, Components of Logistics, Inventory and Warehouse Management, Transportation, Channel Information Systems, Distribution Management in International Markets, Case Studies.							

Total:45**TEXT BOOK:**

1.	Havaladar, K. Krishna and Cavale, M. Vasant, "Sales and Distribution Management – Text and Cases", 2nd Edition, McGraw-Hill Education, New Delhi, 2015.
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REFERENCES:

1.	Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni and Sandeep Puri, "Sales and Distribution Management – Decisions, Strategies and Cases", 6th Edition, Pearson Education, New Delhi, 2017.
2.	Tapan K. Panda and Sunil Sahadev, "Sales and Distribution Management", 2nd Edition, Oxford University Press, Noida, 2012.
3.	Anne T. Coughlan Erin Anderson Louis W. Stern Adel I. El-Ansary R. C. Natarajan, "Marketing Channels", 7th Edition, Pearson Education, New Delhi, 2007.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	relate the concepts of selling and sales management in real time contexts	Applying (K3)
CO2	apply knowledge relating to functional framework in sales management for strategic decisions	Applying (K3)
CO3	develop managerial abilities in executing HR activities relating to salespeople	Applying (K3)
CO4	design and manage distribution channel strategy efficiently and effectively	Creating (K6)
CO5	comprehend logistics and SCM basics and its business application	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		2	1			
CO3			3			
CO4	2			1		
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	30	35	35				100
CAT2	25	40	35				100
CAT3	10	10	20	20	25	15	100
ESE	10	10	25	20	20	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE36 - DIGITAL AND SOCIAL MEDIA MARKETING

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBC21	4	PE	3	0	0	3

Preamble	The aim of the course is to understand the concept of Digital marketing fundamentals, strategy, and planning and assessment procedures. Next is to understand the social media marketing and digital content management in the current scenario.
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Unit - I	Digital Marketing Fundamentals:	9
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Digital Marketing Fundamentals: Evolution of Digital Marketing - Fundamental Concepts of Digital Marketing, Trends, Digital Vs. Real Marketing, Digital Marketing Essentials and Framework of Digital Marketing - Digital Marketing Plan, Target Group and Consumers for Digital Marketing. Case study on Digital Marketing

Unit - II	Digital Marketing Strategy and Tools:	9
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Digital Marketing Strategy and Tools: Digital Marketing Assessment Phase – Internal Assessment – Digital Presence Matrix – Digital Marketing Mix – Digital Marketing Strategy Road Map. Web Design, Optimization of Websites, Web Optimization, Content Writing, Mobile Tools, Google Adwords. Case study on digital Content and Tools.

Unit - III	Digital Marketing Planning:	9
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Digital Marketing Planning: Digital Marketing Communication and Channel Mix – Search and Display Marketing – Digital Marketing Operational Set-Up - Planning Marketing Campaigns - Marketing Communications using Web Communication, E-Mails, Blogs. Case study on Digital Marketing Planning and Campaign Planning.

Unit - IV	Social Media Marketing:	9
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Social Media Marketing: Introduction, Social Networks and Medias – Monitoring Performance – Measurement Tools – Lead Generation in Social Media - Mobile Marketing – Social Media Policies and Guidelines – Social Media Campaign Management and Campaign Analytics. Case study on Mobile marketing.

Unit - V	Digital Content Management:	9
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Digital Content Management: Online Content Management, e-commerce, Search Engine Optimization (SEO), Pay Per Click (PPC) – Google Adwords, Adsense, and Google Analytics. Digital Landscape and Emerging Elements – Digital Marketing in India and Global Marketing Scenario. Case study on Content Management PPC

Total:45**TEXT BOOK:**

1.	Puneet Singh Bhatia, "Fundamentals of Digital Marketing", 1st Edition, Pearson Education, New Delhi, 2017.
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REFERENCES:

1.	Aleksej Heinze, Gordon Fletcher, Tahir Rashid, Ana Cruz, "Digital and Social Media Marketing: A Results-Driven Approach", 1st Edition, Routledge, UK, 2016.
2.	Simon Kingsnorth, "Digital Marketing Strategy – An Integrated Approach to Online Marketing", 1st Edition, Kogan Page, UK, 2016.
3.	Mark W. Schaefer, "Social Media Explained", 1st Edition, Digital Vidhya, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the Digital and Social Media Concepts used in Current Marketing Environment	Applying (K3)
CO2	analyze the Marketing Plan and Social Media Impact in Business Models	Analyzing (K4)
CO3	apply relevant tools and concepts to measure and monitor an annual online marketing plan	Applying (K3)
CO4	analyse the way in which the Internet has changed the marketing mix elements	Analyzing (K4)
CO5	evaluate how organizations employ them creatively in the digital environment	Evaluating (K5)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3				
CO2		3				
CO3				3		
CO4				3		
CO5				3		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	15	15	35	35			100
CAT2	20	20	25	35			100
CAT3	10	15	25	25	25		100
ESE	10	10	30	25	25		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE37 - SERVICES MARKETING

Programme & Branch	MBA	Sem.	4	Category	PE	L	2	T	0	P	2	Credit	3
Prerequisites	18MBC21												

Preamble	The aim of the course is to help students understand the concept of services, customer behaviors, expectations and perceptions and to understand the service standards and service performance.
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Unit - I	Services Marketing Foundations:	6
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Services Marketing Foundations: Services Trends in India and Global Scenario, Characteristics – Classification of Services- Service Marketing Mix– Service Encounters - Gaps Model of Services. Case Studies on Services Mix and Gaps Model of Services.

Unit - II	Focus on the Customer:	6
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Focus on the Customer: Consumer Behaviour – Customer Expectations of Service – Customer Perception of Service – Customer Satisfaction – Service Quality of Services Marketing. Case Study on Customer Expectation and Perception

Unit - III	Understanding Customers and Customer Relation:	6
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Understanding Customers and Customer Relation: Understand Customers through Market Research – Building Customer Relationship in Services Marketing – Service Recovery and Guarantees. Case Study on Customer Relationship and Service Recovery.

Unit - IV	Service Design and Standards:	6
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Service Design and Standards: Services Design and Standards – New Service Development – Developing Customer Defined Service Standards – Service Blueprint – Physical Evidence.

Unit - V	Service Performance and Managing Service Promises:	6
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Service Performance and Managing Service Promises: Service Intermediaries – Employees and Customers – Electronic Channels - Managing Demand and Capacity – Integrated Services Marketing Communications – Pricing of Services – Closing Services Gaps. Case Study on Service Intermediaries and Closing Service Gaps.

List of Exercises / Experiments :

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| 1. | Analysis of the Service Trends in India and Global Market. |
| 2. | Conduct a study on Customer Expectation and Perception of any selected service organization. |
| 3. | Prepare a Service Blueprint and Service Standards for the selected service organization. |
| 4. | Conduct a Service Gap Analysis by visiting any of the service organization. |
| 5. | Workout the pricing and Promotion Strategy to market a Service Product. |

Lecture:30, Practical:30, Total:60

TEXT BOOK:

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| 1. | Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit, "Service Marketing Integrating Customer Focus Across the Firm", 7th Edition, McGraw Hill Education, New Delhi, 2018. |
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REFERENCES:

- | | |
|----|---|
| 1. | Ramneek Kapoor, Justin Paul, Biplab Halder, "Service Marketing: Concepts & Practices", 1st Edition, McGraw Hill Education, New Delhi, 2014. |
| 2. | Christopher Lovelock and Jochen Wirtz, and Jayanta Chatterjee, "Services Marketing: People, Technology, Strategy", 8th Edition, Pearson Education, New Delhi, 2017. |
| 3. | Douglas Hoffman K and John E.G Bateson, "Services Marketing: Concepts, Strategies and Cases", 5th Edition, Cengage Learning, New Delhi, 2016. |

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyze the difference between goods vs. services marketing practices	Analyzing (K4)
CO2	apply the gaps model of service quality in an service organisation	Applying (K3)
CO3	evaluate the different types of customers' behaviors, expectations and perceptions	Evaluating (K5), Precision (S3)
CO4	analyze the service standards and different customer requirements	Analyzing (K4), Precision (S3)
CO5	apply technology in delivering the service to the customers	Applying (K3), Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3				
CO2		3				
CO3			3			
CO4			3			
CO5				3		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	15	25	30	30			100
CAT2	15	30	30	10	15		100
CAT3	15	20	35	30			100
ESE	15	30	30	15	10		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE38 - SOFTWARE QUALITY MANAGEMENT

Programme & Branch	MBA	Sem.	4	Category	PE	L	3	T	0	P	0	Credit	3
Prerequisites	Nil												

Preamble	The course provides an introduction to software quality assurance. It discusses the issues, processes and techniques in software quality assurance. The course will train students to apply quality assurance in different activities of software development and maintenance.											
Unit - I	Software Quality:											9
Software Quality: Definition of Software Quality, Quality Planning, Quality system –Quality Control Vs Quality Assurance –Product life cycle –Project life cycle models.												
Unit - II	Software Engineering Activities:											9
Software Engineering Activities: Estimation, Software requirements gathering, Analysis, Architecture, Design, development, Testing and Maintenance.												
Unit - III	Supporting Activities:											9
Supporting Activities: Metrics, Reviews –SCM –Software quality assurance and risk management.												
Unit - IV	Software Quality Management Tools:											9
Software Quality Management Tools: Seven basic Quality tools –Checklist –Pareto diagram –Cause and effect diagram –Run chart –Histogram –Control chart –Scatter diagram –Poka Yoke –Statistical process control –Failure Mode and Effect Analysis –Quality Function deployment –Continuous improvement tools –Case study.												
Unit - V	Quality Assurance Models:											9
Quality Assurance Models: Software Quality Standards, ISO 9000 series –CMM, CMMI –P-CMM –Case study.												

Total:45

TEXT BOOK:

1.	Claude Y. Laporte and Alain April , "Software Quality Assurance", 1st Edition, Wiley-IEEE Computer Society Press,, 2018.
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REFERENCES:

1.	Daniel Galin, "Software Quality Assurance", 1st Edition, Pearson Publication, New Delhi, 2018.
2.	Nina S. Godbole, "Software Quality Assurance: Principles and Practices", 2nd Edition, Alpha Science, UK, 2016.
3.	Murali Chemuturi, "Mastering Software Quality Assurance: Best Practices, Tools and Techniques for Software Developer", 1st Edition, J. Ross Publishing, 2012.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	develop an ability to understand the quality management in software	Analyzing (K4)
CO2	analyze the different types of models for quality assurance	Applying (K3)
CO3	know how to prevent the defects	Applying (K3)
CO4	understand the software quality management tools, bug reporting tools and their usage	Understanding (K2)
CO5	understand the software quality standards	Understanding (K2)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3		1			
CO2	3		2			
CO3			3			
CO4			2			
CO5	3					

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	25	25	25	25			100
CAT2	25	35	40				100
CAT3	20	40	40				100
ESE	15	25	35	25			100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE39 - IT CONSULTING

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	4	PE	3	0	0	3

Preamble	Consultancy is one of the most sought after and remunerative career under Information Technology. This course is designed to know about Principles, Assignment, Various Services, relationships and managing assignments. An IT consultant is responsible for providing relevant and up-to-date solutions on various aspects of business, IT development and market information for companies.
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Unit - I	Overview and Principles of IT Consultancy:	9
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Overview and Principles of IT Consultancy: Structure of IT Industry, Role of the Consultant, Competencies of Consultant; Consultancy Models – Export, Diagnosis, Collaborative / Process, External and Internal Consultant.

Unit - II	Consultancy Assignment:	9
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Consultancy Assignment: Life Cycle of Consultancy Assignment, Contracting: Identification of Problem – Diagnosis, Solution, Implementation, Closure and Review.

Unit - III	Consulting Services:	9
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Consulting Services: Portfolio Services, Business Problem Solving, Investigation Techniques and Data Collection, Withdraw from the IT Assignment, Evaluation and Follow up of IT Business Developments.

Unit - IV	Managing Relationship:	9
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Managing Relationship: Building Rapport, Handling Client Meeting, Client Behaviour, Assessment for Change, Proposals and Bids, IPR, Negotiation Working in Teams, Team Management and Delegation, Conflict Management, Selling of Consultancy Services

Unit - V	Managing Consultancy Assignments:	9
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Managing Consultancy Assignments: Scoping of Assignments and Projects, Project Planning and Management Principles, Progress Monitoring, Communications and Reviews, IT Quality Management Systems, IT Risk Management, IT Legislation, Ethics and Professional Standards.

Total:45**TEXT BOOK:**

1.	Calvert Markham, "Practical Management Consultancy", 6th Edition, Chartered Institute of Accountants, 2013.
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REFERENCES:

1.	Bennet Lientz and Kathryn Rea, "Break Trough Technology Project Management", 2nd Edition, Rutledge publishers, New Delhi, 2016.
2.	Peter Checkland and Sue Hblwell, "Information Systems and Information Systems – Making Sense of the Field", 2nd Edition, John Wiley, New Delhi, 2017.
3.	Walter Kiechel, "The Lords of Strategy: The Secret Intellectual History of the New Corporate World", 1st Edition, Harvard Business Review Press, Mumbai, 2010.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyse the issues and problems that the business firm faces	Analyzing (K4)
CO2	gain exposure to a variety of processes and interventions involved in the IT consulting arena	Applying (K3)
CO3	demonstrate the problem solving skills using Information technology	Evaluating (K5)
CO4	apply crucial “soft skills” for facilitation and applying IT analysis skills to meet the client’s business needs	Applying (K3)
CO5	critical the ethics involved while suggesting a solution	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3					
CO3						3
CO4		3				
CO5		3	3			3

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom’s Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom’s Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	20	35	35			100
CAT2	10	15	25	30	20		100
CAT3	10	25	35	30			100
ESE	10	10	25	25	30		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE40 - SIMULATION OF BUSINESS SYSTEMS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBC23	4	PE	2	0	2	3

Preamble	The course is designed to make students understand and evaluate the performance of various manufacturing and service systems by building simulation models.
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Unit - I	Introduction:	6
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Introduction: Simulation and decision process, Complex systems, Monte Carlo simulations, Method of generating Pseudo random numbers – Characteristics of random numbers – Statistical Tests to test the randomness of random numbers.

Unit - II	Model development process:	6
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Model development process: Problem formulation – Data collection – Data reduction – Logical flow chart – Starting conditions – Validation – Experimental design – Output analysis. Validation and verification of simulation models.

Unit - III	Simulation models:	6
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Simulation models: Introduction to Arena and SIMAN, Simulation model for Single server simulations.

Unit - IV	Simulation model in Manufacturing:	6
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Simulation model in Manufacturing: Production shop systems, Inventory, Maintenance – Process and Flow Diagram.

Unit - V	Simulation model in Service sector:	6
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Simulation model in Service sector: Service industry, Call center, Networks, Logistics, Alternative models – Process and Flow Diagrams.

List of Exercises / Experiments : Computer Simulation on the following Systems:

1.	Single server system
2.	Multi server system
3.	Production shop systems
4.	Inventory system
5.	Maintenance system
6.	Call center
7.	Network system
8.	Logistics system

Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Law and Kelton, "Simulation Modeling and Analysis", 4th Edition, McGraw Hill Education, New Delhi, 2014.
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REFERENCES:

1.	David W, Kelton, Randall Sadowski and Nancy Zupick, "Simulation with Arena", 6th Edition, McGraw Hill Education, New Delhi, 2015.
2.	Michale Pid, "Computer Simulation In Management Science", 5th Edition, John Wiley, New Delhi, 2010.
3.	Manuel D. Rossetti, "Simulation Modeling and Arena", 2nd Edition, John Wiley, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	generate random numbers for a given random seed	Applying (K3)
CO2	exhibit the knowledge of model development process	Understanding (K2)
CO3	demonstrate knowledge of how to use Arena and SIMAN	Applying (K3), Precision (S3)
CO4	build and run a simulation model for a manufacturing firm	Creating (K6), Precision (S3)
CO5	build and perform a simulation run for service operations.	Creating (K6), Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2				
CO2	3	1				
CO3		3				
CO4	2	3				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	40	40				100
CAT2	10	35	35	20			100
CAT3	5	15	20	20	20	20	100
ESE	5	15	25	25	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE41 - PLANT LAYOUT AND LOCATION PLANNING

Programme & Branch	MBA	Sem.	4	Category	PE	L	2	T	0	P	2	Credit	3
Prerequisites	Nil												

Preamble	This course aims at making the student capable of locating suitable site for a business enterprise and to suggest an efficient layout for the production or service unit.
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Unit - I	Plant Location:	6
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Plant Location: Plant location analysis – factors, costs, location decisions – single facility location models, multi facility location models- set covering problems – warehouse location problems.

Unit - II	Facilities Layout:	6
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Facilities Layout: Facilities requirement, need for layout study – types of layout, Designing product layout- Legal aspects in layout design.

Unit - III	Layout Design:	6
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Layout Design: Design cycle – SLP procedure, computerized layout planning procedure – ALDEP, CORELAP, CRAFT.

Unit - IV	Group Technology and Line Balancing:	6
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Group Technology and Line Balancing: Group technology – Production Flow analysis (PFA), ROC (Rank Order Clustering) – Line balancing.

Unit - V	Materials Handling:	6
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Materials Handling: Principles, unit load concept, material handling system design, handling equipment types, selection and specification, containers and packaging.

List of Exercises / Experiments :

1.	Plant location analysis –single and multi location
2.	Conduct layout performance study for a specific industry
3.	Layout design exercises using CRAFT, ALDEP and CORELAP
4.	PFA , ROC exercises
5.	Line balancing exercises

Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Jack Greene, "Plant Design, Facility, Layout, Floor Planning", Kindle Edition, Create Space Independent Publishing , 2011.
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REFERENCES:

1.	Panneerselvam R, "Production and Operations Management", 3rd Edition, PHI Learning, New Delhi, 2012.
2.	Dileep R. Sule, "Manufacturing Facilities: Location, Planning and Design", 3rd Edition, CRC Press, USA, 2008.
3.	Tompking, White, White, Bozer, Tanchoco, "Facilities Planning", 4th Edition, John Wiley, New Delhi, 2010.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	evaluate plant location choices	Evaluating (K5), Precision (S3)
CO2	design a layout diagram and carry out performance index analysis	Creating (K6), Precision (S3)
CO3	apply various layout design algorithms for different situations	Applying (K3), Precision (S3)
CO4	perform line balancing and exhibit knowledge in Group Technology	Applying (K3), Precision (S3)
CO5	understand the material handling principles	Understanding (K2)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3				
CO2		3				
CO3		3				
CO4		3				
CO5	3	1				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	5	15	20	20	20	20	100
CAT2	5	15	25	25	15	15	100
CAT3	10	20	35	35			100
ESE	5	15	25	25	15	15	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE42 - QUALITY MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	4	PE	3	0	0	3

Preamble	The course deals with concepts of quality management and the theories associated with it. The course also deals with the ISO standard and tools used in quality management.						
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Unit - I	Introduction:	9
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Introduction: Need for quality – Evolution of quality – Definition of quality – Dimensions of manufacturing and service quality – Basic concepts of TQM – Definition of TQM – TQM Framework – Contributions of Deming, Juran and Crosby – Barriers to TQM.

Unit - II	TQM Principles:	9
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TQM Principles: Leadership – Strategic quality planning, Quality statements – Customer focus –Customer orientation, Customer satisfaction, Customer complaints, Customer retention –Employee involvement–Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal – Continuous process improvement – PDSA cycle, 5s, Kaizen – Supplier partnership – Partnering, Supplier selection, Supplier Rating.

Unit - III	TQM Tools:	9
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TQM Tools: The seven tools of quality, Introduction to Statistical Quality Control – Control Charts for variables and attributes, Process capability, Concept of six sigma, Benchmarking – Reasons to Benchmark, Benchmarking Process.

Unit - IV	TQM Tools and Techniques II:	9
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TQM Tools and Techniques II: New seven Management tools, Poka Yoke. Quality Function Deployment (QFD) –House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs – FMEA, Stages of FMEA.

Unit - V	Quality Systems:	9
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Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2008 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949 –Concept, Requirements and Benefits, QS- 9000 – Concept, Requirements and Benefits. Introduction to ISO 14000, ISO 18000, ISO 20000, ISO 22000.

Total:45**TEXT BOOK:**

1.	Dale H.Besterfield, Besterfield Carol, Besterfield Glen H. "Total Quality Management", 5th Edition, Pearson Education, New Delhi, 2018.
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REFERENCES:

1.	Subburaj Ramasamy, "Total Quality Management", 2nd Edition, McGraw Hill Education, New Delhi, 2015.
2.	Poornima Charantimath, "Total Quality Management", 3rd Edition, Pearson Education, New Delhi, 2017.
3.	James R.Evans and William M.Lindsay, "Managing for Quality and Performance Excellence", 9th Edition, Cengage Learning, New Delhi, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	to categorize the contributions of quality guru's on basic concepts of TQM	Analyzing (K4)
CO2	evaluate the principles of quality management and to explain how these principles can be applied within quality management systems	Evaluating (K5)
CO3	to analyze the application of basic tools and techniques of quality management in manufacturing and services processes	Analyzing (K4)
CO4	to analyze the application of new tools and techniques of quality management	Analyzing (K4)
CO5	to develop the basic understanding on various ISO standards and quality systems	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3				
CO3		3				
CO4		3				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	10	20	30	30		100
CAT2	10	10	20	30	30		100
CAT3	15	15	35	35			100
ESE	10	10	25	30	25		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE43 - SIX SIGMA

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBC11	4	PE	3	0	0	3

Preamble	This course deals with strategies that seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing the variability in manufacturing and business processes.
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Unit - I	Introduction To Six Sigma:	9
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Introduction To Six Sigma: History of Six Sigma – Six Sigma Fundamentals – Implementing Six Sigma – Linking Six Sigma Projects to Strategies. Six Sigma – Benefits – Team – Master Black Belts – Green Belts – Yellow Belts.

Unit - II	Six Sigma Metrics and Measurement:	9
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Six Sigma Metrics and Measurement: DMAIC and DMADV methodology – Process measurement – Process metrics – Process capability – Tools for process analysis – Process improvement – Process control –Process development, optimization and verification.

Unit - III	Define Phase and Measure Phase:	9
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Define Phase: Voice of Customer (VOC) – Understanding Your Customer, Affinity Diagram, Kano Model – Determine CTQ, Develop The Project Charter, Six Sigma Team, Elements of Project Charter, Map The Processes Measure Phase: Types of Data, Data Distribution, Characteristics of Variable Data, Histogram, Measures of Central Tendency, Measures of Dispersion, Standard Deviation, Normal Distribution and Properties, Box Plot.

Unit - IV	Analyze Phase:	9
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Analyze Phase: Identify Possible Causes, Segmentation and Stratification, Cause and Effect Diagram, Pareto Diagram, Control Impact Matrix, Process Analysis With Lean – Overview of Lean, Hypothesis Testing, Overview on Hypothesis Testing, Tests of Means (Tests of Means, ANOVA), Correlation And Regression Analysis.

Unit - V	Improve Phase and Control Phase:	9
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Improve Phase: Generate Solutions, Brainstorming Techniques, Prioritizing Solutions, Select Solutions, Refine Solutions, Poka Yoke/ Mistake Proofing, Failure Mode and Effect Analysis (FMEA),Test Solutions, Justify Solutions. Control Phase: Introduction to SPC, Types of Control Charts, Response Plan and Documentation : Case Study Covering All Aspects Of The Training .

Total:45

TEXT BOOK:

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|----|---|
| 1. | Michall L. George, David Rowlands, Mark Price, John Maxey, "The Lean Six Sigma Pocket Tool Book", McGraw Hill Education, New Delhi, 2016. |
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REFERENCES:

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|----|--|
| 1. | Roderick A. Munro and Govindarajan Ramu, "The Certified Six Sigma Green Belt Handbook", 2nd Edition, ASQ Quality Press, USA, 2015. |
| 2. | Paul Keller, "Six Sigma Demystified", 2nd Edition, McGraw Hill Education, New Delhi, 2011. |
| 3. | Craig W.Baird, "The Six Sigma Manual", 1st Edition, Yes Dee Publishing, Chennai, 2009. |

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand and examine the basic concepts and usage of Six Sigma	Analyzing (K4)
CO2	use the concept of a sigma level to assess the capability of a process or organization	Evaluating (K5)
CO3	examine the existing work situation in a manufacturing or service organization to identify Six Sigma projects that will significantly improve customer satisfaction, quality and productivity	Evaluating (K5)
CO4	select appropriate Six Sigma measurement and data analysis techniques and apply them to improve the value of products and services delivered	Evaluating (K5)
CO5	apply appropriate Six Sigma improvement and control techniques to support the implementation of a company-wide improvement programme	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3				
CO3		3				
CO4		3				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	20	30	30	10		100
CAT2	10	20	30	30	10		100
CAT3	10	20	30	30	10		100
ESE	10	20	30	30	10		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE44 - METHOD STUDY AND WORK MEASUREMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	4	PE	2	0	2	3

Preamble	The course aims at imparting knowledge in the area of Method study and Time study so that students can implement these principles and techniques to improve productivity in manufacturing and service sectors.						
Unit - I	Method Study:						6
Method Study: Objectives, Basic Procedure, Selection Of Job, Various Recording Techniques Like Outline Process Charts, Flow Process Charts, Man Machine Charts, Two Handed Process Charts, Etc.							
Unit - II	Motion Economy:						6
Motion Economy: Principles Of Motion Economy And Their Application In Work Design; Micro Motion Study, Memo Motion Study And Their Use In Methods Study.							
Unit - III	Work Measurement:						6
Work Measurement: Stop Watch Time Study, Performance Rating, Allowances, Standard Data-Machining Times For Basic Operations, Learning Effect, Standard Time Calculation.							
Unit - IV	Applied Work Measurement:						6
Applied Work Measurement: Methods Time Measurement (MTM) – Work Sampling – Organization And Methods (O and M) – Wage Incentive Plans.							
Unit - V	Physical Ergonomics:						6
Physical Ergonomics: Physical Work Load And Energy Expenditure, Anthropometry – Measures – Design Procedure, Work Postures-Sitting, Standing – Measurement – Ergonomic Implications. Design Of Displays And Controls.							

List of Exercises / Experiments :

1.	Exercises on Graphic tools for method study
2.	Performance rating exercise
3.	Stop watch time study
4.	Work sampling
5.	Method Time Measurement Exercise

Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Mikell P. Groover, "Work Systems: The Methods, Measurement and Management of Work", 1st Edition, Pearson Education, New Delhi, 2016.
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REFERENCES:

1.	International Labour Office, "Introduction to Work-study", 3rd Edition, International Labour Office, 2016.
2.	Martin Helander, "A Guide to human factors and Ergonomics", 2nd Edition, Taylor and Francis, UK, 2006.
3.	Barnes, "Motion and Time Study", 7th Edition, John Wiley, New Delhi, 2009.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyse the method of doing a job by using graphs and charts	Analyzing (K4)
CO2	suggest better way of executing the job by using motion economy principles.	Evaluating (K5), Precision (S3)
CO3	perform time study and determine the standard time for doing a job	Applying (K3), Manipulation (S2)
CO4	carry out Work Sampling for Standard Time Determination for both direct and indirect labor jobs	Applying (K3), Manipulation (S2)
CO5	suggest ergonomic measures for better work place design	Applying (K3), Manipulation (S2)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3				
CO2		3				
CO3		3				
CO4	1	2				
CO5	1	2				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	20	30	20	10		100
CAT2	20	30	20	15	15		100
CAT3	30	30	40				100
ESE	20	20	30	20	10		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE45 - PROJECT MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	4	PE	2	0	2	3

Preamble	The aim of this course is to impart necessary knowledge and skills for project formulation and project management relevant for business. This course also empowers the students to conduct project planning activities that accurately forecast project costs, timelines, and quality.
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Unit - I	Project Management concept:	6
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Project Management concept – Project life cycle – The Project Management process- Benefits of Project Management. Project Initiation: Strategic Management and Project Selection – Criteria of Choice – Nature and Type of Project Selection Models – Analysis under Uncertainty – Project Portfolio Process – Project Proposals

Unit - II	The Project Manager:	6
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The Project Manager: Special Demands on the Project Manager and Selecting the Project Manager. Negotiation and the Management of Conflict – Nature, Partnering, Chartering, and Scope Change – Conflict and the PLC – Some Requirements and Principles of Negotiation.

Unit - III	Project Planning:	6
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Project Planning- Project Activity Planning – Initial Project Coordination and the Project Plan – Systems Integration – Action Plan – Work Breakdown Structure and Linear Responsibility Chart –Interface Coordination through Integration Management. Budgeting and Cost Estimation.

Unit - IV	Scheduling:	6
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Scheduling: Network Techniques: PERT and CPM. Resource Allocation- CPM—Crashing a Project – Resource Loading and Leveling – Constrained Resource Scheduling

Unit - V	Project Execution:	6
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Project Execution: Project Control –Purposes of Control – Types –The Design of Control Systems. Project Auditing – Purposes of Evaluation – Project Audit. Project Termination – Varieties – The Termination Process.

List of Exercises / Experiments :

1.	Project selection and portfolio management by Excel Solver
2.	WBS and project schedule using MS project / primavera
3.	Time cost trade off using Excel Solver.
4.	Project budget preparation
5.	Project crashing exercise

Lecture:30, Practical:30, Total:60

TEXT BOOK:

1.	Jack R. Meredith, Samuel J. Mantel Jr. and Scott M. Shafer, "Project Management: A Managerial Approach", 9th Edition, John Wiley, New Delhi, 2014.
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REFERENCES:

1.	Larson, E. W. and Gray, C. F, "Project management: The managerial process", 7th Edition, McGraw Hill Education, New Delhi, 2017.
2.	Nicholas, J. M. and Steyn, H, "Project management for business, engineering and technology", 5th Edition, PHI Learning, New Delhi, 2017.
3.	Kerzner, H, "Project management: A systems approach to planning, scheduling, and controlling", 10th Edition, John Wiley, New Delhi, 2013.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	appraise the role and importance of projects in society	Analyzing (K4)
CO2	assess and understand project selection process for implementation	Applying (K3)
CO3	design project activity plan and identify the tools useful in organizing and staffing the various project tasks	Creating (K6), Precision (S3)
CO4	analyse the common scheduling models such as the PERT, CPM, and precedence diagramming	Evaluating (K5), Precision (S3)
CO5	monitor, evaluate, control and execute the project	Evaluating (K5), Precision (S3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3				
CO2	3					
CO3	2	3				
CO4	3	3				
CO5	2	3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	20	30	30			100
CAT2	10	20	20	20	20	10	100
CAT3	10	20	30	20	20		100
ESE	10	20	30	20	10	10	100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE46 - MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	4	PE	3	0	0	3

Preamble	This course aims at enabling the students to understand the broader spectrum of Indian Financial system with special focus on banking. This course helps the students to understand the primary and ancillary functions of banks operating in India. The students can also identify the risks involved in banking business and how they are managed effectively.						
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Unit - I	Indian Financial Syst:	9
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Indian Financial System: Overview of Indian Financial System, Segments of Financial Market, Liberalization of Financial System, Financial Intermediation, Central Bank's role and Function, Types of Banks, Commercial Banks and their function, Capital market functions of SEBI, Activities of Insurance and Pension regulators.

Unit - II	Types of Banking:	9
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Types of Banking: Retail Banking – Definition and Significance, Retail banking products, Debit/Credit cards, Remittances, Fund transfer, Marketing and Selling of Retail products, Cross selling opportunities, Trends in Retail Banking. Corporate Banking – Meaning and Importance, Corporate banking products, Current scenarios in Corporate Banking. International Banking – Foreign exchange rates, Role of RBI and Regulations in India, FEDAI, FEMA Guidelines, Case Studies in Retail Banking.

Unit - III	Functions of Banks – I:	9
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Functions of Banks – I: Banker-Customer Relationship, Types of Collaterals and their Characteristics, Garnishee Order, Rights of a Banker, Banker's Lien, Pledge, Mortgage, Hypothecation, Right of set-off, Know Your Customer (KYC) Guidelines, Mandate and Power of Attorney, Principles of Lending, Credit Appraisal Techniques.

Unit - IV	Functions of Banks – II:	9
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Functions of Banks – II: Opening of Accounts for Various Types of Customers, Fund based and Non-Fund based credit facility, NPA Management, Provisioning, Ancillary Services — Priority Sector Lending, Agriculture Financing, Treasury Management, Government sponsored schemes, Financial inclusion – Important Committees in Banking, Case Studies on NPA.

Unit - V	Risk Management in Banks:	9
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Risk Management in Banks: Concept of Risk, Types of Risk in Banks, Risk Management process, Asset-Liability Management, Securitization, CIBIL, RBI Guidelines, Capital Adequacy Norms, Implementation of Basel norms, Basel II, Basel III, Banking Codes and Standard Boards, Bank capitalization, Recent Developments in National and International Scenarios.

Total:45**TEXT BOOK:**

1.	Indian Institute of Banking and Finance, "Principles and Practices of Banking", 3rd Edition, MacMillan , New Delhi, 2015.
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REFERENCES:

1.	Gordon E, Natarajan K, "Banking Theory, Law and Practice", 26th Edition, Himalaya Publishing House, Mumbai, 2017.
2.	Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services", 3rd Edition, Pearson Education , New Delhi, 2014.
3.	Clifford Gomez, "Banking and Finance: Theory, Law and Practice", 1st Edition, PHI Learning, New Delhi, 2011.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand and analyze the Indian financial system and the various functions of banks	Analyzing (K4)
CO2	scrutinize and evaluate the merits and demerits of the various products and services offered by retail, wholesale and International banking	Evaluating (K5)
CO3	make out the Primary and Ancillary functions of banks, various forms of banker-customer relationship during banking transactions and types of accounts opened by the banks	Applying (K3)
CO4	demonstrate knowledge on priority sector lending norms and government sponsored schemes	Applying (K3)
CO5	investigate the risks involved in banks and, implement the regulatory norms and effective practices for successful management of risks	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	2	3				
CO3	3	2				
CO4	3	2				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	25	10	40	15		100
CAT2		50	15	15	20		100
CAT3	15	15	30	40			100
ESE	10	20	20	20	30		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE47 - LEGAL AND REGULATORY ASPECTS OF BANKING

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	Nil	4	PE	3	0	0	3

Preamble	The purpose of this course is to give an overview about the legal and regulatory aspects in Banking business. The students will acquire knowledge on regulatory framework of banks in India, Laws pertaining to banking and its operations, This course also gives emphasis on corporate governance practices and ethics in banking.
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Unit - I	Regulatory frameworks of Indian Banks:	9
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Regulatory frameworks of Indian Banks: Overview of Indian Banking System – Reserve Bank of India Act 1934, Banking Regulation Act 1949, Banking Companies (Acquisition and transfer of undertakings Act 1970 and 1980), Prevention of Money Laundering Act 2002, Government and RBI's powers, Opening of New Banks and Branch Licensing –New Bank Licensing Policy 2013, Board of Financial Supervision, Banking Codes and Standards Board of India, Banking Ombudsman Scheme.

Unit - II	Legal Aspects of Banking Operations – I:	9
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Legal Aspects of Banking Operations – I: Cheque - Introduction, Legal aspects of Cheque, Types, Crossing. Endorsements – Legal provisions and general rules. Paying banker – Obligations, Protection and Liability of paying banker. Collecting banker – Statutory protection, Duties and Negligence. Indemnities and Guarantees, Unclaimed deposits, Inoperative accounts in banks.

Unit - III	Legal Aspects of Banking Operations – II:	9
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Legal Aspects of Banking Operations – II: Bill Financing, Letter of Credit and Deferred Payments, Laws relating to Securities, Valuation of Securities, National Housing Bank Act 1987, Deposit Insurance and Credit Guarantee Corporation Act 1961, Payment and Settlement Systems (Amendment) Act 2015, Information Technology Act 2000

Unit - IV	Other Banking Related Laws:	9
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Other Banking Related Laws: Limitation Act, Bankers' Book Evidence Act 1891, Recovery of Debts Due to Banks and Financial Institutions Act (DRT Act) 1993, Debt Recovery Tribunal, Lok Adalats, SARFAESI Act 2002, Securitization, Asset Reconstruction, Lenders Liability Act, Consumer Protection Act 1986, National Company Law Tribunal (NCLT), Insolvency and Bankruptcy Code (IBC) 2016.

Unit - V	Ethics and Corporate Governance in Banks:	9
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Ethics and Corporate Governance in Banks: Overview, Ethical and Unethical Issues, Desired Ethical Practices and Corporate Governance, Social Responsibility in Financial Sector, Role of Board of Directors, Role of CEO/MD, Role of Compliance Officer and Auditor, Basel Committee recommendations on Corporate Governance, Auditors Certificate on Corporate Governance, Indian case studies on Corporate Governance in Banks.

Total:45

TEXT BOOK:

1.	IIBF, "Legal and Regulatory Aspects of Banking", 3rd Edition, MacMillan , New Delhi, 2015.
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REFERENCES:

1.	Gupta R.K., "Banking Law and Practicell", 2nd Edition, Jain Books, 2012.
2.	Toor N.S, Arundeeep Singh, "Legal and Regulatory Aspects of Banking", 7th Edition, Jain Book, New Delhi, 2012.
3.	Varshney P. N, "Banking Law and Practice", 24th Edition, S Chand & Company, New Delhi, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	ascertain and process the Legal and Regulatory framework of the banking system	Applying (K3)
CO2	investigate and explain the Laws and Enactments affecting Day to Day Banking Operations	Analyzing (K4)
CO3	assess the operating procedures relating to cheques, bill financing and other securities	Analyzing (K4)
CO4	update on demonstrate the knowledge on latest banking policies and laws pertaining to debt recovery process	Applying (K3)
CO5	exhibit knowledge on various Corporate Governance practices and Ethics followed in the Banking Industry	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	2	3				
CO3	3					
CO4	3	2				
CO5	2					3

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	25	25	30	20			100
CAT2	10	20	35	35			100
CAT3	15	15	35	35			100
ESE	15	20	30	35			100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)

18MBE48 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	Credit
Prerequisites	18MBT22	4	PE	3	0	0	3

Preamble	This course helps the students to understand international human resource management practices like recruitment and selection, performance appraisal. Further the students can learn about knowledge transfer in MNC and issues in foreign assignment.						
Unit - I	International Human Resource Management:						9
International Human Resource Management: Domestic HRM vs International HRM – Adapting Human Resource Activities to Inter Country Differences – Staffing the Global Organization. People Management in MNCS – International Human Resource Management Models.							
Unit - II	Recruitment and Selection for Overseas Assignment:						9
Recruitment and Selection for Overseas Assignment: Issues Involved in International Recruitment and Selection – International HR Orientation – Training and Development in International Context – International Assignments and Repatriation Strategies.							
Unit - III	Performance Appraisal:						9
Performance Appraisal: Performance Appraisal for International Managers – Methods of Performance Appraisal in International Context – International Compensation – Key Issues in International Compensation – Managing Cultural Diversity.							
Unit - IV	Knowledge Transfer:						9
Knowledge Transfer: Organizational Knowledge and its Significance – Sources of Organizational Knowledge – Transfer of Knowledge within MNCs – Transfer of Managerial Know – how and HRM Across National Borders.							
Unit - V	Foreign Assignment:						9
Foreign Assignment: Rationale and need for Foreign Assignment – Ethnocentric versus Polycentric Views of Expatriation – Foreign Assignment from Parent Company Perspective. Preparation for Foreign Assignment – Expatriates in Host Country.							

Total:45**TEXT BOOK:**

1.	Garry Dessler and Biju Varkkey, "Human Resource Management", 5th Edition, Pearson Education, New Delhi, 2018.
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REFERENCES:

1.	Aswathappa and Sadhna Dash, "International Human Resource Management – Text and Cases", 2nd Edition, McGraw Hill Education, New Delhi, 2011.
2.	Sahni and Meenakshi Negi, "International Human Resource Management – Text and Cases", 1st Edition, Kalyani Publishers, New Delhi, 2015.
3.	Subba Rao.P, "International Human Resource Management", 1st Edition, Himalaya Publishing House, Mumbai, 2011.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	examine the difference between domestic and international HRM	Evaluating (K5)
CO2	able to explore and assess the best recruitment, selection, training process to suit the international human resource management	Analyzing (K4)
CO3	able to analyze important issues relating to performance appraisal and compensating international employees	Analyzing (K4)
CO4	analyze the complex issues involved in dissemination of knowledge among MNCs	Analyzing (K4)
CO5	evaluate Understand intricacies of foreign assignment by corporate	Evaluating (K5)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2			1	
CO2	1	2			2	
CO3		1			3	
CO4		1			3	
CO5		1			3	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	15	15	20	20	30		100
CAT2	15	10	25	30	20		100
CAT3	15	15	20	30	20		100
ESE	15	10	20	25	30		100

* ±3% may be varied (CAT 1,2,3 – 50 marks & ESE – 100 marks)